PMI CAPM - Quiz Questions with Answers

I. Project Management Fundamentals and Core Concepts

1.

Project management includes strategy, decision-making, and problem-solving. The project manager will also drive many aspects of the project. Which of the following statements is not true of project management?

The project manager is not responsible for providing direction and presenting the vision of success for a project

The project manager leads the project team to meet the project's objectives

The project manager works to balance competing constraints on a project

The project manager facilitates communication between the project sponsor, team members, and other stakeholders

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Correct answer: The project manager is not responsible for providing direction and presenting the vision of success for a project

Project managers must provide direction and present the vision of success for the project to both the project team and stakeholders.

The project manager leads the project team to meet the project's objectives; works to balance competing constraints on a project; and facilitates communication between the project sponsor, team members, and other stakeholders.

2.

Yolanda has just been reassigned to a project for a telecommunications rebuild and notices that the team is complete with their work, so they decide to work on other things. Some of the team members seem to be sad about leaving the team due to their relationships with one another. What is this team development stage best known as?

Adjourning

Norming

Storming

Performing

Correct answer: Adjourning

In adjourning of Bruce Tuckman's stages of team development, the team disperses to do other work because the team is complete with their own work. The team members have formed good relationships with each other, so they are sad that they are leaving the team. Adjourning typically occurs at the conclusion of the project lifecycle or phase.

3.

Management and leadership exist within project management to ensure effective and efficient project performance. Which of the following best describes the difference between leadership and management?

Management focuses on the bottom line; leadership focuses on the horizon

Management does the right things; leadership does things right

Management innovates; leadership administrates

Management develops; leadership maintains

Correct answer: Management focuses on the bottom line; leadership focuses on the horizon

Management focuses on the bottom line, leadership focuses on the horizon is correct. This is because management is concerned with current, measurable performance and leadership is concerned with the future and adapting to it.

Leadership is concerned with doing the right things for the team and the project rather than the completion of all tasks correctly. Leadership is focused on innovation and finding new solutions; management is focused on operations. Leadership develops people and teams; management maintains systems and roles.

4.

The project management office (PMO) you work for has a high degree of control. You are assigned to this PMO and report directly to them as they manage the projects. What PMO office does this best describe?

Directive

Supportive

Controlling

Indirective

Correct answer: Directive

Directive PMOs have a high degree of control compared to supportive and controlling PMOs. This PMO takes control of the projects and directly manages them. Project managers are assigned to and report to the PMO.

The three types of PMOs are supportive, controlling, and directive. An indirective PMO is a made-up term.

5.

The project sponsor is requesting you to provide them with information on comparing different variables toward a particular project objective. This allows you and your team to maintain a proactive approach in different situations. It would also ensure the sponsor that you understand what is going on with different changing effects on tasks. What would be the best tool to utilize in this situation?

What-if scenario analysis

Trend analysis

Variance analysis

SWOT analysis

Correct answer: What-if scenario analysis

What-if scenario analysis is a powerful technique that evaluates scenarios to predict their effect on project objectives. The results of this analysis could be used to evaluate the feasibility of the project schedule compared to various conditions. This is in relation to preparing response plans to address unexpected situations.

6.

You have just been assigned a new project and a senior stakeholder wants you to provide them with how long and how much the project will cost. Due to the lack of information, you evaluate a past project to develop your estimates. What estimating technique does this best represent?

Analogous estimating

Parametric estimating

Story point estimating

Multipoint estimating

Correct answer: Analogous estimating

Analogous estimating evaluates the time or cost of an activity or project utilizing historical data from a similar project or activity. Parameters from historical or identical projects such as duration, budget, weight, complexity, and size are used for estimating the same parameters for future projects. Analogous estimating is most accurate when the activities or projects are very similar, and the project team has the expertise required to perform the work right.

7.

You are working on a technology project and the development phase is in week two of a four-week work period. You are informed by the tech lead that to finish the development phase, the development team will either need to augment with one additional resource or extend their original estimate by two weeks. The extended time frame will need to be approved by the project sponsor. You communicate this change through the proper channels to all stakeholders.

Where is the BEST place to document this to make sure there is a record of the process?

Change log

Issue log

Stakeholder register

Project budget

Correct answer: Change log

A change log is used to document changes that occur during a project. These changes (and their impact on the project in terms of time, cost, and risk) are communicated to the appropriate stakeholders. A change log is a comprehensive list of changes submitted during a project and its current status. A change can be a modification to any formally controlled deliverable, project management plan component, or project document.

The issue log is used for logging issues or risks that come up in the project and is typically used before a resolution has been identified. Because the issue was properly brought up to the project sponsor, approved, and communicated as an official change, it should be logged in the change log.

There was no change to the project budget, so logging this change there is unnecessary. The stakeholder register only holds information on the various stakeholders in the project and would not include official project changes.

8.

In project management, it's crucial to identify and manage sources of complexity that can significantly impact the project's trajectory. One such source is known for its disruptive influence on products, services, operational methods, processes, tools, techniques, and procedures. What is this common source of complexity typically called?

Technological innovation

Human behavior

System behavior

Uncertainty and ambiguity

Correct answer: Technological innovation

Technological innovation is a common source of complexity in project management. It encompasses advancements or changes in technology that can disrupt existing products, services, methods of operation, processes, tools, techniques, and procedures. Examples of such innovations include cloud computing, social media platforms, and virtual desktop infrastructures. These innovations can have either a positive or negative impact on a project's performance. They often require the project team to adapt and evolve their strategies, techniques, and tools to effectively manage the project, ensuring that the benefits of these innovations are maximized while mitigating any potential negative impacts.

9.

You have been assigned a new project within your organization. You evaluate the project management plan and explore the dependencies that link the deliverables throughout the project. What knowledge area contains processes that are present across all five process groups?

Project Integration Management

Project Procurement Management

Project Stakeholder Management

Project Communications Management

Correct answer: Project Integration Management

Project Integration Management spans all five Project Management Process Groups:

- *Develop Project Charter—Initiating*
- *Develop Project Management Plan—Planning*
- *Direct and Manage Project Work—Executing*
- *Monitor and Control Project Work and Perform Integrated Change Control—Monitoring & Controlling*
- *Close Project or Phase—Closing*

Project Integration Management is the glue that links all the deliverables from the Process Groups into a unified whole. This linkage begins with the project description document and extends to the project plan and its execution, including monitoring progress against the project plan and the integration of changes, and finally through to project closure.

10.

Barbara is working with the project sponsor to produce estimates for her project. However, she does not have much information to work with. She uses an estimating technique to gather data from previous projects to produce current estimates. What technique is Barbara using?

Analogous estimating

Relative estimating

Single-point estimating

Parametric estimating

Correct answer: Analogous estimating

Analogous estimating evaluates the time or cost of an activity or project utilizing historical data from a similar project or activity. Parameters from historical or identical projects such as duration, budget, weight, complexity, and size are used for estimating the same parameters for future projects. Analogous estimating is most accurate when the activities or projects are very similar, and the project team has the expertise required to perform the work right.

11.

Alexy is in a meeting with the project sponsor and is discussing an important element of the business case. This section is the reason for the project, articulating why it exists and why it is managed. It exists within the project charter and provides details about the business goals and objectives. What is this section in the business case best called?

Business need

Project justification

Business strategy

Program requirement

Correct answer: Business need

A business need provides the rationale for the project, explaining why it exists and why it should be undertaken. This section is included in the preliminary business requirements and is shown in the project charter. The project charter authorizes the project. The business need articulates the details of the business goals and objectives.

12.

You are near the completion of all the deliverables of the project and have transitioned to the closing process group. The closing process group includes processes in which project management knowledge area?

Project Integration Management

Project Scope Management

Project Resource Management

Project Risk Management

Correct answer: Project Integration Management

The Closing process group consists of processes within the Project Integration Management (close project or phase) knowledge area. Project Integration Management is the glue that links all the deliverables from the Process Groups into a unified whole. This linkage begins with the project description document and extends to the project plan and its execution, including monitoring progress against the project plan and the integration of changes, and finally through to project closure.

13.

Nur has just been assigned by her organization to lead a team that is responsible for achieving project objectives. She is also asked to perform communication roles with the sponsor, team, and important key stakeholders. What role is Nur in?

Project manager

Product manager

Program manager

Functional manager

Correct answer: Project manager

The project manager is the person who is assigned by the performing organization to lead the project team to achieve the project objectives. The project manager leads the project team to obtain the objectives of the project and meet stakeholders' expectations. The project manager also facilitates communication roles among the sponsors, team members, and various stakeholders.

14.

Dora was assigned a telecommunications project that involves many stakeholders. She is trying to create a sophisticated communications management plan that enables all stakeholders to communicate effectively. Which of the following is not one of the 5 Cs of communication?

Complexity of message

Concise expression

Correct grammar and spelling

Coherent flow of ideas

Correct answer: Complexity of message

Complexity of message is not one of the 5 Cs. In fact, complexity can be a hindrance to effective communications management. Streamlining of messaging based on your audience's needs is recommended.

The 5 Cs of communication are as follows:

1. ***Concise expression** refers to elimination of extraneous words and information so that communication is efficient.*
2. ***Correct grammar and spelling** removes distracting errors and credibility reducing errors from communication.*
3. ***Coherent flow of ideas** ensures logical communication to best convey information.*
4. ***Clear purpose and expression** directs communication by factoring in the needs and interests of the receiver.*
5. ***Controlling flow of words and ideas** uses aides like graphics and summaries to make information easily understandable.*

15.

Sophia is leading a complex project that is cutting close to the planned timeline. She works diligently to move several activities to be performed in sequence. Which of the following best describes this technique?

Fast tracking

Crashing

Crash tracking

Paralleling

Correct answer: Fast tracking

Fast tracking is a schedule compression method in which activities or tasks that are normally done in sequence are performed in parallel, at least for a portion of their duration. Fast tracking refers to schedule compression by working in parallel on activities in an effort to complete them earlier to improve the schedule.

Crashing is incorrect, as it refers to shortening the duration by adding resources to a work activity.

Crash tracking and paralleling are not real techniques.

16.

You are leading a project team and need to understand the differences between leadership and management to effectively guide your team. Which of the following statements correctly describes these differences? (Choose two)

Leadership focuses on setting direction and inspiring people, while management focuses on planning and organizing tasks.

Leadership involves creating a vision for the future, while management involves ensuring the vision is implemented efficiently.

Management is about influencing people to achieve common goals, while leadership is about controlling and directing resources.

Management is primarily concerned with long-term strategic goals, while leadership deals with day-to-day operations.

Leadership and management are the same and can be used interchangeably in project management.

Leadership is about setting a direction, inspiring, and motivating people to follow that direction, whereas management is about planning, organizing, and coordinating tasks to achieve specific objectives.

Leadership involves creating a vision and setting a strategic direction for the future, while management is responsible for implementing that vision through efficient and effective processes.

Leadership is about influencing and inspiring people, while management controls and directs resources to achieve goals.

Management typically deals with day-to-day operations and ensuring tasks are completed, while leadership is more concerned with long-term strategic goals and vision.

Leadership and management are distinct concepts with different focuses and responsibilities. They are not interchangeable.

17.

You have joined a new organization that is new to project management. A senior stakeholder is asking when the best stage is to define the project. Which process group consists of those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase?

Initiating Process Group

Planning Process Group

Executing Process Group

Closing Process Group

Correct answer: Initiating Process Group

The Initiating Process Group consists of those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase. Within the initiating processes, the initial scope is defined and initial financial resources are committed.

18.

You are called into a meeting with the project sponsor to discuss why a task is behind schedule. The sponsor asks you to provide them with a course of action to improve the position of this task. What is your best course of action?

Fast tracking

Task acceleration

Grouping

Finish-to-start

Correct answer: Fast tracking

Fast tracking is a schedule compression method utilized when the schedule model does not meet the goal end date. Fast tracking occurs in which the activities or tasks are done in parallel for a portion of its duration. Fast tracking includes the application of leads and lags along a network path.

19.

Danny has just been hired by an organization to be their new infrastructure project manager. He is tasked with leading a large project for which the company may have to use several outside suppliers. The method and guidelines for managing these potential suppliers should be clearly defined in which of the following?

Procurement management plan

Project management plan

Risk register

Statement of work

Correct answer: Procurement management plan

The procurement management plan describes how procurement processes will be developed and managed through contract closure. Management of multiple suppliers should be outlined in the procurement management plan. Procurement can happen at any time during a project. However, up-front planning helps to set expectations that ensure the procurement process is performed smoothly.

20.

You are reassigned to a new project that has a high degree of innovation. The project team also did not have the experience to meet the demands of this innovative project. What development approach was best used to create this project?

Adaptive approach

Hybrid approach

Predictive approach

Operational approach

Correct answer: Adaptive approach

Adaptive approaches are best used when requirements have concerns with high levels of uncertainty and volatility. These requirements are likely to change throughout the performance of the project. Although a clear vision of the project is set at the start, the requirements are refined, detailed, changed, or replaced as a result of obtained feedback or the changing environment. Agile approaches are often considered adaptive approaches.

A hybrid approach is a development approach that uses both adaptive and predictive approaches. Some parts of the projects may be derived from a predictive approach and some from an adaptive approach. The hybrid approach is utilized when there is uncertainty or risk that is a result of the requirements. Hybrid approaches may often utilize an iterative or incremental development approach. Iterative approaches are used best for clarifying requirements and exploring options. Incremental approaches are best used to produce a deliverable throughout a series of iterations.

A predictive approach is utilized when the project and product requirements can be defined, collected, and analyzed at the beginning stages of the project. A predictive approach is often known as the waterfall approach. In this type of project approach, there is often a high level of risk that may require recurring reviews, change control mechanisms, and replanning. There is also a significant investment that is involvement. Scope schedule, cost, resources, and risk are defined at the beginning of the project and are often quite stable. Projects that use this approach oftentimes may have templates from similarly executed projects in the past.

The operational approach is a made-up term and is not a PMI development approach as a way to create and evolve the product, service, or result during the project lifecycle.

21.

You are measuring stakeholder satisfaction within your project. The metric that you decide to use measures a range from -100 to +100. A high score indicates customer loyalty and satisfaction. Due to the high score evaluation as the result of your measures, you determine that your project is highly recommendable by stakeholders.

What stakeholder satisfaction metric was best used?

Net promoter score (NPS)

Mood chart

Satisfaction chart

Recommendation score

Correct answer: Net promoter score (NPS)

The Net Promoter Score (NPS) measures whether a stakeholder is willing to recommend the service or product to others. The net promoter score ranges from -100 to +100. A positive or higher score is related to customer satisfaction or loyalty, and a lower score conveys the opposite. The NPS is a powerful stakeholder satisfaction measurement tool that can determine satisfaction among various stakeholders.

22.

You are in a meeting with the project team to determine the EMV of the project. Work package 1 has a probability of 25% and an impact of $10,000. Work package 2 has a probability of 50% and an impact of $50,000. What is the expected monetary value of work package 2?

$25,000

$2,500

$12,500

$5,000

Correct answer: $25,000

Work package 2 has an Expected Monetary Value (EMV) of $25,000. The formula for EMV is Probability x Impact. Therefore, EMV = 50% x $50,000 = $25,000.

23.

A project is underway under a contract that involves payments to the seller for the actual cost incurred in addition to a fee representing the seller's profit. The project scope is not well-defined and will most likely undergo changes. What type of contract does this best represent?

Cost-reimbursable contracts

Fixed-price contracts

Time and materials (T&M)

Indefinite delivery indefinite quantity (IDIG)

Correct answer: Cost-reimbursable contracts

In this situation, the contract that best describes this would be a cost-reimbursable contract. This contract includes payments to the seller determined by the actual costs incurred in finishing the work and a fee representing the seller's profit. This type of contract is often used when the project scope needs to be better defined and is predicted to change frequently.

Other agreements include fixed-price contracts, Time and Material (T&M), Indefinite Delivery Indefinite Quantity (IDIQ), and other contracts.

24.

You have just joined a new organization that specializes in artificial intelligence robots. In a meeting with the project sponsor, the sponsor mentioned that there will be separate requirements for this project that will include software and hardware deliverables. The software will be developed in an adaptive environment and the hardware in a predictive environment. The final product will also be released utilizing predictive methods.

What development approach was utilized in this situation?

Hybrid approach

Predictive approach

Adaptive approach

Operational approach

Correct answer: Hybrid approach

A hybrid approach is a development approach that uses both adaptive and predictive approaches. Some parts of the projects may be derived from a predictive approach and some from an adaptive approach. The hybrid approach is utilized when there is uncertainty or risk that is a result of the requirements. Hybrid approaches may often utilize an iterative or incremental development approach. Iterative approaches are used best for clarifying requirements and exploring options. Incremental approaches are best used to produce a deliverable throughout a series of iterations.

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Adaptive approaches are best used when requirements have concerns with high levels of uncertainty and volatility. These requirements are likely to change throughout the performance of the project. Although a clear vision of the project is set at the start, the requirements are refined, detailed, changed, or replaced as a result of obtained feedback or the changing environment. Agile approaches are often considered adaptive approaches.

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25.

You are a project manager working on a new product launch. During the planning phase, you are tasked with creating a stakeholder register to ensure effective stakeholder management.

Which of the following statements about the stakeholder register are correct? (Choose two)

The stakeholder register includes detailed information about each stakeholder's interests, influence, and impact on the project.

The stakeholder register helps in identifying the communication needs of each stakeholder.

The stakeholder register is a static document that does not need to be updated once it is created.

The stakeholder register should be shared with all stakeholders to ensure transparency.

The stakeholder register is only used during the initiation phase of the project.

The stakeholder register captures comprehensive details about each stakeholder, including their interests, influence, and potential impact on the project, which is crucial for effective stakeholder management.

The stakeholder register is a dynamic document that should be updated regularly to reflect any changes in stakeholder information or project circumstances.

While transparency is important, the stakeholder register may contain sensitive information and should be shared selectively, based on the need-to-know principle.

The stakeholder register is a valuable tool for identifying and planning the communication needs and strategies for each stakeholder, ensuring that they are kept informed and engaged appropriately.

The stakeholder register is used throughout the project lifecycle to manage and engage stakeholders effectively.

26.

Victor is utilizing an analysis technique that shows him where the project is going. He identifies and analyzes patterns with various data that are gathered from his project. This analysis also allows him to identify and predict future problems. What analysis is Victor utilizing?

Trend analysis

SWOT analysis

Stakeholder analysis

Variance analysis

Correct answer: Trend analysis

Trend analysis utilizes a mathematical model to forecast future outcomes derived from historical results. It is used to predict future performance based on previous project results. Trend analysis explores future expected slippages and warns the project manager before the problem in the schedule becomes affected due to the identified trends. The information that is gathered is available at the beginning of the project for the project team to address anomalies. Preventive actions are a result of trend analysis.

27.

In project management, a team addresses various challenges, including constraints on budget, scope, schedule, and quality, to make informed decisions and achieve robust solutions. What project management activity does this best illustrate?

Conflict management

Problem management

Communications management

Issues management

Correct answer: Conflict management

This activity is a prime example of conflict management in project management. In any project, regardless of its nature or the methodologies applied, conflicts are inevitable. Such conflicts often arise from constraints and pressures related to budget, scope, schedule, and quality, each representing differing interests and priorities within the project. Effective conflict management involves recognizing and addressing these issues in a manner that not only resolves the immediate conflict but also aids in making better decisions and developing stronger, more sustainable solutions. It's a crucial part of maintaining project harmony and ensuring that differing viewpoints or challenges are managed constructively for the benefit of the project's objectives.

28.

You are leading a project and ensure that the team of engineers is unencumbered by operational tasks. This allows the team members to focus on getting the project work done. You also listen to any team concerns and work to remove obstacles and impediments. Which of the following best describes the leadership style of the project manager?

Servant leadership

Collaborative leadership

Liberal leadership

Responsible leadership

Correct answer: Servant leadership

The most common examples of leadership styles include, but are not limited to, the following:

1. ***Servant leader****: A project manager with this style usually has traits such as a focus on others, growth, learning, shared prosperity, relationship orientation, and team collaboration.*
2. ***Laissez-faire****: Interpreted as "hands-off," this project manager's leadership style tends to just let their team lead themselves. Teams are left to make decisions, set goals, and implement their own ideas in completing the assigned tasks.*
3. ***Transactional****: This style focuses on goals, feedback, and ways to determine the rewards a person gets. A project manager with a transactional style will usually be rigid in implementing rules, processes, and procedures. They will even implement something called reward and punishment so that the team is always disciplined in implementing the values it has created.*
4. ***Transformational****: This leadership style has characteristics such as empowering the team through ideal attributes and behaviors, inspirational motivation, encouraging innovation and creativity, and individual consideration. The main characteristic of the transformational leadership style is inspiration.*
5. ***Charismatic****: The main characteristics of a leader with a charismatic style include high energy, enthusiasm, strong belief, and self-confidence. These personality traits then carry persuasive power to the team or its followers.*
6. ***Interactional****: A combination of transactional, transformational, and charismatic. Project managers with an interactional style consider variables such as the work*

environment, corporate culture, market challenges, conflict and complexity, and the influence of leaders on the business.

29.

Due to Karen's exceptional engineering skills, she was promoted to become a project manager for her division. She reviews the characteristics of a good project manager. Which of the following involves the ability to guide, motivate, and direct a team?

Leadership

Technical skills

Strategic and business management

Compliance

Correct answer: Leadership

Leadership is the portion of the PMI Talent Triangle that deals with helping an organization reach its goals through knowledge, skills, and behaviors, which guide, motivate, and direct teams.

Technical skills is the knowledge and skills related to the specific domains of project management. Strategic and business management is the experience and expertise in an industry and organization, which delivers good business outcomes. Compliance refers to adherence to standards or policies.

30.

You are a project manager leading a diverse team on a complex project. You notice that team morale is low, and there are frequent misunderstandings among team members. To improve team cohesion and effectiveness, which of the following leadership actions should you take? (Choose three)

Clearly communicate the project vision and goals to the team.

Provide regular feedback and recognition to team members for their contributions.

Foster an inclusive environment where all team members feel valued and heard.

Delegate all decision-making authority to the team to empower them.

Avoid addressing conflicts directly to maintain a positive atmosphere.

Clearly communicating the project vision and goals helps align the team's efforts and provides a sense of purpose, which can improve morale and cohesion.

While empowering the team is important, delegating all decision-making authority without guidance can lead to confusion and a lack of direction. A balanced approach is needed.

Regular feedback and recognition can boost morale, motivate team members, and reinforce positive behaviors, contributing to a more cohesive and effective team.

Avoiding conflicts can lead to unresolved issues and further misunderstandings. Addressing conflicts directly and constructively is essential for maintaining a healthy team dynamic.

An inclusive environment ensures that all team members feel respected and valued, which can enhance collaboration and reduce misunderstandings.

31.

Alana has just been hired as a project manager and has completed the initiating process group. She works to define how she will utilize the team and physical resources for the project. What process does this best describe?

Plan resource management

Plan scope management

Estimate resources activities

Estimate resources utilization

Correct answer: Plan resource management

The plan resource management process exists within the planning process group. This process defines how to estimate, acquire, manage, and use team and physical resources. An essential component of this process is that it shows the effort needed to manage project resources based on project complexity.

32.

Memet is in a meeting with the project sponsor regarding a specific set of options for his project. The project sponsor asks him to evaluate their options so that they could select the best approach to perform the work on the project. What data gathering and analysis method should Memet use?

Alternatives analysis

Assumption and constraint analysis

Benchmarking

Business justification analysis method

Correct answer: Alternatives analysis

The situation dictates that the best choice would be to use the alternatives analysis. This analysis is utilized to evaluate identified options. The best option or approach is selected to perform the particular type of work. Alternatives analysis is the evaluation of different routes that can be conducted to achieve a particular project management objective.

33.

Amara is leading a project team meeting to discuss discipline, rational, logical, and evidence-based thinking. This is used on projects to identify the root causes of problems. It considers challenges, ambiguity, and project complexity. What type of activity does this best describe?

Critical thinking

Problem solving

Analysis

Deep thinking

Correct answer: Critical thinking

Critical thinking includes disciplined, rational, logical, and evidence-based thinking. There is a need throughout the project lifecycle to recognize bias, identify problem root causes, and explore challenging issues. That act of critical thinking aids to obtain these activities.

34.

Blake is in a meeting with her project team to evaluate the baselines they had set early on in the project planning. These baselines will be used to compare the variances that may come up during the monitoring and controlling of the project. What project development approach was best utilized in this scenario?

Predictive approach

Hybrid approach

Adaptive approach

Operational approach

Correct answer: Predictive approach

A predictive approach is utilized when the project and product requirements can be defined, collected, and analyzed at the beginning stages of the project. A predictive approach is often known as the waterfall approach. In this type of project approach, there is often a high level of risk that may require recurring reviews, change control mechanisms, and replanning. There is also a significant investment that is involvement. Scope schedule, cost, resources, and risk are defined at the beginning of the project and are often quite stable. Projects that use this approach oftentimes may have templates from similarly executed projects in the past.

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35.

You have just completed all the phases of a multi-phase IT migration project. In which process group would you record the impacts of tailoring on the project?

Closing

Monitoring and Controlling

Executing

Initiating

Correct answer: Closing

The appropriate project management processes, inputs, tools, techniques, outputs, and lifecycle phases should be selected to manage a project. This selection activity is known as tailoring project management to the project. The project manager collaborates with the project team, sponsor, organizational management, or some combination thereof, in the tailoring. In some cases, the organization may require specific project management methodologies to be used.

Tailoring is necessary because each project is unique; not every process, tool, technique, input, or output identified in the PMBOK Guide is required on every project. Tailoring should address the competing constraints of scope, schedule, cost, resources, quality, and risk. The importance of each constraint is different for each project, and the project manager tailors the approach for managing these constraints based on the project environment, organizational culture, stakeholder needs, and other variables.

The project manager would want to record the impacts of tailoring during the Closing process group. At project or phase closure, the following may occur:

- *Obtain acceptance by the customer or sponsor to formally close the project or phase*
- *Conduct post-project or phase-end review*
- *Record impacts of tailoring to any process*
- *Document lessons learned*
- *Apply appropriate updates to organizational process assets*
- *Archive all relevant project documents in the Project Management Information System (PMIS) to be used as historical data*
- *Close out all procurement activities, ensuring termination of all relevant agreements*

- *Perform team members' assessments and release project resources*

36.

Padma has just been reassigned to a project for a multi-phased electrical upgrade. The team is performing efficiently and effectively. Padma realizes that the team is fully mature. The team members are acting professionally and might have been working together for some time now. What is this team development stage best known as?

Performing

Storming

Adjourning

Brainstorming

Correct answer: Performing

In performing of Bruce Tuckman's stages of team development, the project team is operating efficiently. Performing is known to be the mature project team stage. Members have been together for quite some time, and they are able to develop synergy. The team is more collaborative and is able to accomplish more with high-quality products.

37.

The project sponsor is discussing a high-performing project team factor with you. She mentions that project teams that are acknowledged for their hard work are even more likely to perform well. What high-performing project team factor does this describe?

Recognition

Resilience

Empowerment

Collaboration

Correct answer: Recognition

Project teams or team members who are recognized for their work and the performance they achieve are more likely to continue to perform well. The simple act of showing appreciation and acknowledgment can reinforce positive behavior. Recognition is an effective leadership factor that leads to high-performing project teams.

38.

The sponsor calls you into a meeting to review a quantifiable estimated value of an outcome. This information is used to evaluate the value of uncertainty within your project. What analysis tool did the sponsor use?

Expected monetary value (EMV)

Earned value analysis

Influence diagram

Lifecycle assessment

Correct answer: Expected monetary value (EMV)

The Expected Monetary Value (EMV) is the estimated value of an outcome expressed in monetary terms. The EMV is used to quantify the value of uncertainty (risk) or compare the value of alternatives that aren't equivalent. EMV is calculated by multiplying the probability of an event that will occur and the impact of this event.

39.

You have been reassigned to a new project and have been told by a senior executive to represent their name in your meetings. What power of the project manager comes from another person respecting them?

Referent

Expert

Reward

Formal

Correct answer: Referent

Referent is the power of a project manager that comes from another person respecting them, along with liking or wanting to be like them.

Expert is the power of the project manager that refers to them being a technical or project management expert.

Reward is the power of the project manager that is based on their ability to provide rewards.

Formal is the power of the project manager that is based on their position within the organization.

40.

You meet with the project team to explore why various quality issues emerge during your project's execution. You want to determine an effective solution for your next meeting with the project sponsor. What analysis technique would be best used?

Root cause analysis

Regression analysis

Stakeholder analysis

SWOT analysis

Correct answer: Root cause analysis

Root cause analysis is an analytical technique that is utilized to determine the underlying cause of variance, defect, or risk. Root causes may have more than one variance, defect, or risk. This analysis could also be used to solve a problem when a root cause is identified. Problems do not reoccur when the root causes are completely removed.

41.

You are brought on to a project to lead the deployment of the new software utilizing predictive methods. However, you realize that this project was part of a much larger effort that included agile methods to code the program. What development approach was utilized in creating this project?

Hybrid approach

Predictive approach

Adaptive approach

Operational approach

Correct answer: Hybrid approach

A hybrid approach is a development approach that uses both adaptive and predictive approaches. Some parts of the projects may be derived from a predictive approach and some from an adaptive approach. The hybrid approach is utilized when there is uncertainty or risk that is a result of the requirements. Hybrid approaches may often utilize an iterative or incremental development approach. Iterative approaches are used best for clarifying requirements and exploring options. Incremental approaches are best used to produce a deliverable throughout a series of iterations.

A predictive approach is utilized when the project and product requirements can be defined, collected, and analyzed at the beginning stages of the project. A predictive approach is often known as the waterfall approach. In this type of project approach, there is often a high level of risk that may require recurring reviews, change control mechanisms, and replanning. There is also a significant investment that is involvement. Scope schedule, cost, resources, and risk are defined at the beginning of the project and are often quite stable. Projects that use this approach oftentimes may have templates from similarly executed projects in the past.

Adaptive approaches are best used when requirements have concerns with high levels of uncertainty and volatility. These requirements are likely to change throughout the performance of the project. Although a clear vision of the project is set at the start, the requirements are refined, detailed, changed, or replaced as a result of obtained feedback or the changing environment. Agile approaches are often considered adaptive approaches.

The operational approach is a made-up term and is not a PMI development approach as a way to create and evolve the product, service, or result during the project lifecycle.

42.

You are managing a project that is nearing completion and need to ensure a smooth transition of the project outcomes into normal business operations. Which of the following actions are essential for an effective project transition? (Choose three)

> **Developing a detailed transition plan that includes volume and size transition.**

> **Conducting training sessions to build broad capability in all processes.**

> **Defining clear exit criteria for the transition phase.**

> Ensuring that only the project manager is involved in the transition process.

> Moving directly from project management to operations without any formal handover.

Developing a detailed transition plan that includes volume and size transition ensures that the project outcomes can be scaled from a pilot or test environment to full operational capacity.

Conducting training sessions to build broad capability in all processes ensures that the operational team is well-prepared to take over and manage the project outcomes effectively.

Defining clear exit criteria for the transition phase helps determine when the transition is complete and ensures that all necessary steps have been taken for a smooth handover.

Involving only the project manager in the transition process is ineffective. It is important to involve all relevant stakeholders, including the operational team, to ensure a comprehensive and smooth transition.

Skipping a formal handover can lead to misunderstandings and gaps in knowledge transfer. A structured handover process is essential for a successful transition.

43.

Vilho is training a new project manager and is deep in conversation regarding stewardship in the project management environment. He explains that they will always abide by the laws, rules, regulations, and requirements that are authorized internally and externally by their organization. What stewardship duty does this best represent?

Compliance

Trustworthiness

Integrity

Care

Correct answer: Compliance

The stewardship duty of compliance will comply with laws, rules, regulations, and requirements that are properly authorized within or outside of their organization. Stewards strive for the act of being in compliance with guidelines that often protect them, various stakeholders, or within the organization. In a situation where guidelines conflict or they are in question, stewards will need to obtain counsel or appropriate direction.

44.

Rashid, while mentoring a new project manager, emphasizes the importance of being a responsible steward of the organization. This includes fostering a transparent work environment, ensuring open lines of communication, and allowing stakeholders to express concerns freely without fear of repercussions. What is this aspect of stewardship known as?

Care

Integrity

Trustworthiness

Compliance

Correct answer: Care

The stewardship duty of care encompasses the creation of an open and transparent work environment, facilitating clear communication channels, and safeguarding the opportunity for stakeholders to voice concerns without facing negative consequences. This duty reflects the broader role of stewards as fiduciaries of organizational matters under their supervision, obligating them to manage these matters with diligence and integrity. The concept of care extends beyond mere internal business operations; it also includes caring for the environment, sustainable resource utilization, and considering the well-being of people globally. This facet of stewardship is expected to be evident in the organization's policies and principles, guiding project managers and other leaders in their decision-making and management practices.

45.

A company has decided to hire Annika as their project manager because her previous projects have always been successful. Which of the following project manager powers does this best describe?

Expert

Referent

Penalty

Formal

Correct answer: Expert

Expert is the project manager power that best describes the example given. It refers to Annika being skillful and experienced at project management.

Referent is the power of the project manager that comes from another person respecting them, along with liking or wanting to be like them.

Formal is the power of the project manager that is based on their position within the organization.

Penalty is the power of the project manager that comes from them having the ability to penalize the team.

46.

You are in a meeting with senior stakeholders and organizational leaders for your company to discuss the business requirements in alignment with the outstanding projects that are in execution. Which of the following best describes the ability to understand the high-level organizational overview and effectively negotiate and implement decisions and actions that support alignment and innovation?

Strategic and business management skills

Leadership skills

Management skills

Technical project management skills

Correct answer: Strategic and business management skills

Strategic and business management skills can also be defined as the skills needed to effectively apply project management knowledge to deliver desired outcomes for projects.

Leadership skills refer to skills used to motivate and guide teams of people toward a goal. Management skills are not part of the PMI Talent Triangle, but management refers to a style that differs from leadership in key ways. Technical project management skills refer to the technical aspects of performing one's role.

47.

The project sponsor is concerned about a particular problem that might occur within your project and asks you to analyze a future problem that might occur. You gather data through various surveys and interviews about previous projects. This information will help you in evaluating the uncertainty of problems that might occur in the future.

What analysis technique did you best use?

Trend analysis

SWOT analysis

Future analysis

Sensitivity analysis

Correct answer: Trend analysis

Trend analysis utilizes a mathematical model to forecast future outcomes derived from historical results. It is used to predict future performance based on previous project results. Trend analysis explores future expected slippages and warns the project manager before the problem in the schedule becomes affected due to the identified trends. The information that is gathered is available at the beginning of the project for the project team to address anomalies. Preventive actions are a result of trend analysis.

48.

A new project is in development at an electrical parts manufacturing and distribution center. The next action item on the to-do list is to develop the scope baseline. Who is responsible for the development of the scope baseline?

Project team

Project manager

Project sponsor(s)

Project stakeholder(s)

Correct answer: Project team

The scope baseline is the approved version of a scope statement, Work Breakdown Structure (WBS), and its associated WBS dictionary. This can only be changed through formal change procedures and is used as a basis for comparison to actual results. It is a component of the project management plan.

The project team is responsible for the development of the scope baseline after they receive feedback from the project's customers and stakeholders. The project team plays a crucial role in detailing the work required, and the project manager ensures that the scope baseline aligns with the overall project objectives and constraints. It is important to note that while the project manager plays a guiding and coordinating role, the detailed development work is undertaken by the project team.

49.

Alex is leading a new project within her organization. She works to define the requirements of time, scope, and cost early on. She is also proactive in mitigating scope creep as much as possible during project execution. What development approach was best utilized for this project?

Predictive approach

Hybrid approach

Adaptive approach

Operational approach

Correct answer: Predictive approach

A predictive approach is utilized when the project and product requirements can be defined, collected, and analyzed at the beginning stages of the project. A predictive approach is often known as the waterfall approach. In this type of project approach, there is often a high level of risk that may require recurring reviews, change control mechanisms, and replanning. There is also a significant investment that is involvement. Scope schedule, cost, resources, and risk are defined at the beginning of the project and are often quite stable. Projects that use this approach oftentimes may have templates from similarly executed projects in the past.

A hybrid approach is a development approach that uses both adaptive and predictive approaches. Some parts of the projects may be derived from a predictive approach and some from an adaptive approach. The hybrid approach is utilized when there is uncertainty or risk that is a result of the requirements. Hybrid approaches may often utilize an iterative or incremental development approach. Iterative approaches are used best for clarifying requirements and exploring options. Incremental approaches are best used to produce a deliverable throughout a series of iterations.

Adaptive approaches are best used when requirements have concerns with high levels of uncertainty and volatility. These requirements are likely to change throughout the performance of the project. Although a clear vision of the project is set at the start, the requirements are refined, detailed, changed, or replaced as a result of obtained feedback or the changing environment. Agile approaches are often considered adaptive approaches.

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50.

You are leading a website development project and meet the product owner to discuss the current requirements for the iteration. The product owner tells you that the customer is asking to have a feature changed and for you to coordinate with the developers to determine when it should be included in their backlog.

What development approach was best used to create this project?

Adaptive approach

Hybrid approach

Predictive approach

Operational approach

Correct answer: Adaptive approach

Adaptive approaches are best used when requirements have concerns with high levels of uncertainty and volatility. These requirements are likely to change throughout the performance of the project. Although a clear vision of the project is set at the start, the requirements are refined, detailed, changed, or replaced as a result of obtained feedback or the changing environment. Agile approaches are often considered adaptive approaches.

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lifecycle.

51.

You are a project manager working on a new software development project. During the project initiation phase, you are tasked with benefit planning to ensure the project delivers value to the organization.

Which of the following statements about benefit planning are correct? (Choose three)

Benefit planning involves identifying and documenting the expected benefits of the project.

Benefit planning includes defining how the benefits will be measured and reported.

Benefit planning should align with the organization's strategic objectives.

Benefit planning is only conducted at the beginning of the project and does not need to be revisited.

Benefit planning is solely the responsibility of the project sponsor and does not involve the project manager.

Benefit planning requires a clear identification and documentation of the benefits that the project is expected to deliver. This helps set clear expectations and objectives for the project.

Benefit planning should be an ongoing process throughout the project lifecycle to ensure that the project remains aligned with its intended benefits and to make adjustments as necessary.

It is essential to define the metrics and methods for measuring and reporting the benefits to ensure that the project delivers the expected value and to track progress effectively.

Aligning benefit planning with the organization's strategic objectives ensures that the project contributes to the broader goals and priorities of the organization, enhancing its overall value.

While the project sponsor plays a significant role in benefit planning, the project manager is also involved to ensure that the project is executed in a way that delivers the planned benefits.

52.

You are leading a project and have just completed the planning phase. This was a comprehensive but necessary task to establish the scope of the project to prepare for execution. What process group best represents how the project manager will manage the schedule, budget, risks, quality, and other knowledge areas?

When executing the project

When initiating the project

When planning the project

When monitoring and controlling the project

Correct answer: When executing the project

The project manager should be focused on the managing of the schedule, budget, risks, quality, and other knowledge areas while executing the project. This is important to remember for the exam, as many project managers focus on managing the project as a whole and not the individual aspects.

Executing includes processes performed to complete the work defined in the project management plan to satisfy the project requirements. All these processes relate more to the art of project management than to the science of project management. During the execution of this process group, the entire team may come together for the first time.

53.

You and your team are examining input variables and comparing them to their corresponding output results. This information will be used to develop a statistical relationship that you will present to the project sponsor for feedback. What analysis technique did you and your team use?

Regression analysis

Trend analysis

Process analysis

SWOT analysis

Correct answer: Regression analysis

Regression analysis is an analytical technique where a sequence of input variables is evaluated against associated output results. The results develop a mathematical or statistical relationship. Regression analysis is a data analysis technique that analyzes interrelationships between different project variables that facilitate project outcomes and leads to improved performance on future projects.

54.

You have just transitioned to the planning process group and are estimating the number of work periods needed. This is an important activity necessary to complete individual activities with estimated resources. What process does this best describe?

Estimate activity durations

Estimate process durations

Estimate project durations

Estimate schedule durations

Correct answer: Estimate activity durations

The estimate activity durations is within the planning process group. This process describes estimating the number of work periods needed to complete individual activities that contain estimated resources. A vital component of this process is that it provides the time to complete each activity.

55.

Hyde is leading a project where the initial requirements could be changed, refined, or replaced after the customer provides feedback. This is encouraged because it facilitates the trajectory of the project forward by welcoming change. What type of development approach does this project best describe?

Adaptive approach

Hybrid approach

Predictive approach

Operational approach

Correct answer: Adaptive approach

Adaptive approaches are best used when requirements have concerns with high levels of uncertainty and volatility. These requirements are likely to change throughout the performance of the project. Although a clear vision of the project is set at the start, the requirements are refined, detailed, changed, or replaced as a result of obtained feedback or the changing environment. Agile approaches are often considered adaptive approaches.

A hybrid approach is a development approach that uses both adaptive and predictive approaches. Some parts of the projects may be derived from a predictive approach and some from an adaptive approach. The hybrid approach is utilized when there is uncertainty or risk that is a result of the requirements. Hybrid approaches may often utilize an iterative or incremental development approach. Iterative approaches are used best for clarifying requirements and exploring options. Incremental approaches are best used to produce a deliverable throughout a series of iterations.

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56.

Boram is in a meeting with the project sponsor to discuss various stakeholder interests within the project. The sponsor asks to provide a way in which to view this. What is the best method for Boram to recommend?

Stakeholder analysis

Power analysis

Impact analysis

Role-based analysis

Correct answer: Stakeholder analysis

The stakeholder analysis is a method of systematically gathering and analyzing quantitative and qualitative information. This information is evaluated and used to determine stakeholder interest and how it should be taken into account regarding the project. Stakeholder analysis evaluates the range of techniques or tools to identify and understand the needs and expectations of major interests that revolve around the project environment.

57.

You have just been reassigned to a new department as their project manager. In talking to the department manager, you realize that their behavioral style is more in alignment with those with the primary need for power. Which of the following best describes the behavioral style of an individual whose primary need is power?

Enjoys organizing and influencing others

Seeks approval from others

Enjoys working with others

Prefers approval over recognition

Correct answer: Enjoys organizing and influencing others

The behavioral style of an individual whose primary need is power includes the enjoyment of organizing and influencing others. This person is usually an effective leader due to their ability to influence others.

An individual whose primary need is achievement should be assigned projects that provide a challenge but are accomplishable and allow for recognition of the achievements. Individuals with the primary need for affiliation are those who enjoy working with others and who seek approval from others.

58.

A couple of team members are in disagreement about an approach to take later in the project. The project manager coordinated a meeting with these members, and they were able to come to a conclusion that satisfied the group. Which of the following best describes what the project manager did in this situation?

Conflict management

Decision making

Cultural awareness

Resource management

Correct answer: Conflict management

In this situation, the project manager used conflict management skills. Conflict is inevitable in a project, and it is the project manager's responsibility to reduce conflict and increase positive working relationships. Projects operate in dynamic environments and could face various constraints pertaining to budget, scope, quality, and schedule. Handling the conflict could result in more conflict or better decisions.

Decision making is incorrect, as the project manager employed decision making skills, but the best answer is conflict management because of the resolution of the disagreement. Cultural awareness is incorrect, as this situation did not involve cultural differences or understanding. Resource management is incorrect, as this situation did not involve the management of people or materials needed to do the job.

59.

You have just been hired as a project manager for a new organization. You examine the structure of its operations and realize that a project management office (PMO) is in place. Because of your findings, you know that this PMO serves as a project repository. What type of PMO office does this best describe?

Supportive

Controlling

Directive

Indirective

Correct answer: Supportive

A supportive Project Management Office (PMO) provides a consultative role and offers templates, best practices, training, information access, and lessons learned from previous projects. A supportive PMO will serve as a project repository. There is a low degree of control for this PMO.

60.

You are in a meeting with the project team and discussing various processes in the planning process group related to the project. Which of the following is an activity in the Planning process group?

Develop the Project Management Plan

Develop the Project Charter

Identify the Project Stakeholders

Conduct Procurements

Correct answer: Develop the Project Management Plan

The planning process group includes those activities associated with the planning process, including developing the project management plan, defining the scope, developing the schedule, and planning communications management.

The Planning Process Group includes all processes related to answering two questions: "What will you do?" and "How will you do it?" These processes are as follows:

- *Plan Scope Management, Collect Requirements, Define Scope, Create Work Breakdown Structure (WBS), Plan Schedule Management, Define Activities, Sequence Activities*
- *Estimate Activities Duration, Develop Schedule, Plan Cost Management, Estimate Costs, Determine Budget, Plan Quality Management, Plan Resource Management*
- *Estimate Activity Resources, Plan Communications Management, Plan Risk Management, Identify Risks, Perform Qualitative Risk Analysis, Perform Quantitative Risk Analysis, Plan Risk Responses, Plan Procurement Management, and Plan Stakeholder Engagement*

Develop the Project Charter and Identify the Project Stakeholders are activities in the initiating process group.

Conduct Procurements is an activity within the executing process group.

61.

You are a senior project manager in charge of training new project managers in the organization. During a meeting, the importance of knowledge requirements is discussed about its role within projects. How many project management knowledge areas are there?

Ten

Nine

Five

Four

Correct answer: Ten

The PMBOK includes 10 knowledge areas. These knowledge areas may be divided among more than one process group. The ten knowledge areas are Project Integration Management, Project Scope Management, Project Schedule Management, Project Cost Management, Project Quality Management, Project Resources Management, Project Communications Management, Project Risk Management, Project Procurement Management, and Project Stakeholder Management.

62.

A new project has started, and you have been assigned as its project manager. The scope, time, and cost were initially developed for this project. Any changes will need to be carefully evaluated and managed. This type of project is also known to be a waterfall lifecycle. What lifecycle best describes the project you are leading?

Predictive lifecycle

Adaptive lifecycle

Hybrid lifecycle

Iterative lifecycle

Correct answer: Predictive lifecycle

A predictive lifecycle is also known as a waterfall lifecycle. In this type of project, the scope, time, and cost are determined early on. Any changes will need to be carefully evaluated and managed.

Other project life cycles include adaptive lifecycles, iterative lifecycles, incremental lifecycles, and hybrid lifecycles.

63.

Dillon has been transferred over to a new department to lead a new project. The requirements are still under draft, and he is identifying stakeholders to be in the project. The Identify Stakeholders process is part of which knowledge area?

Project Stakeholder Management

Project Integration Management

Project Resource Management

Project Communications Management

Correct answer: Project Stakeholder Management

The initiating group includes the develop project charter and identify stakeholders processes. These belong to the project stakeholder management knowledge area. The initiating processes are performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.

64.

A new agile/adaptive project is underway, and your team is developing estimates for points of effort for your user story implementation. This evaluation will provide the project team with the difficulty of the story as it pertains to complexity, risks, and efforts. What estimating technique does this best describe?

Story point estimating

Multipoint estimating

Relative estimating

Parametric estimating

Correct answer: Story point estimating

Story point estimating includes project team members assigning abstract, but relative, points of effort required to implement a user story. This tells the team about how difficult the story is in relation to the complexity, risks, and effort involved. A story point is a metric utilized in adaptive/agile projects to estimate the difficulty of a particular user story. Stories are simple descriptions of a feature told by the requesting person.

65.

You are utilizing an analysis technique with your team to assess areas that are working well and not so well within your project. This information provides the team with the current position of their progress, so they can determine where they will want to be. They evaluate factors internal and external to their project's environment.

What analysis technique does this best describe?

SWOT analysis

Trend analysis

Reserve analysis

Sensitivity analysis

Correct answer: SWOT analysis

SWOT analysis assesses the strengths, weaknesses, opportunities, and threats of an organization, project, or option. SWOT analysis may be utilized to understand the gaps that are occurring within an organization. SWOT analysis may also be used to explore possible activities for a redesign. The powerful and effective process of exploring the positive and negative forces impacting a project through SWOT analysis facilitates successful project outcome.

66.

You are facilitating a brainstorming session to generate ideas for a new project. Which of the following statements are correct about effective brainstorming techniques? (Choose three)

> **Encourage all participants to share their ideas without criticism.**

> **Record all ideas generated during the session for later evaluation.**

> **Allow participants to build on each other's ideas to foster creativity.**

> Limit the brainstorming session to a maximum of 10 minutes to maintain focus.

> Only invite senior team members to ensure high-quality ideas.

Encouraging all participants to share their ideas without criticism is essential for creating an open and inclusive environment where everyone feels comfortable contributing.

Recording all ideas generated during the session ensures no valuable input is lost and allows for thorough evaluation later.

Allowing participants to build on each other's ideas can lead to more innovative and creative solutions by combining different perspectives and thoughts.

Limiting participation to only senior team members can hinder the diversity of ideas and perspectives. Effective brainstorming benefits from including a wide range of participants, regardless of their seniority, to foster creativity and innovation.

Setting a strict time limit, such as 10 minutes, may stifle creativity and prevent the full development of ideas.

67.

You have been tasked to lead an IT infrastructure upgrade for a new facility within your company. You worked with the project sponsor to develop the project charter and business case, which was approved. To obtain the rightful resources, it is imperative that you develop what skill?

Conflict management

Negotiation

Planning

Compromising

Correct answer: Conflict management

Conflict management is an interpersonal and team skill that is important in developing the project charter. It is sometimes a challenge to obtain the rightful resources even if the project charter gives the project manager authority to apply organizational resources. Conflict management will work as a foundational skill to obtain resources that can bring stakeholders into alignment with the content of the project charter.

Negotiation is a subset of conflict management, necessary but not comprehensive enough for the full spectrum of conflict resolution needs. Planning focuses on establishing procedures and objectives, not directly on resolving interpersonal or resource conflicts. Compromising is a conflict resolution tactic, not a standalone skill, and does not encompass the entire scope of managing conflicts effectively.

68.

You have just been assigned to a new project within your organization. You evaluate various factors that may impact your project. Working conditions, weather, and constraints are examples of which of the following?

External enterprise environmental factors (EEFs)

Internal enterprise environmental factors (EEFs)

Organizational process assets (OPAs)

Internal and external enterprise environmental factors (EEFs)

Correct answer: External enterprise environmental factors (EEFs)

Projects exist and operate in environments that may have an influence on them. These influences can have a favorable or unfavorable impact on the project. There are two major categories of influences: Enterprise Environmental Factors (EEFs) and Organizational Process Assets (OPAs).

Enterprise environmental factors originate from the environment outside of the project and often outside of the enterprise. They may have an impact at the organizational, portfolio, program, or project level. They can be internal or external to the organization. EEFs are considered inputs to many project management processes, specifically for most Planning processes.

External EEFs*:*

- *Physical environmental elements (working conditions, weather, constraints)*
- *Marketplace conditions*
- *Social and cultural influences and issues*
- *Legal restrictions*
- *Commercial databases*
- *Academic research*
- *Government or industry standards*
- *Financial considerations*

69.

Jesse has just been assigned a project for a software implementation company. The company has determined a specific date to release the software to go live. While working on the project, she recognizes that there is a negative float causing a delayed live date. What should she do first?

She should analyze the options of the negative float by compressing the schedule.

She should ask Company X to extend the deadline to match the negative float.

She should inform Company X that the project cannot be completed.

She should ask Company X to provide her with more resources.

Correct answer: She should analyze the options of the negative float by compressing the schedule.

The first thing a project manager should do after identifying a negative float is to analyze the options for the negative float by compressing the schedule. (With regard to the exam, you should identify the options and select the choice with the least negative impact to the project.)

When compressing the schedule, it is important to determine the nature of the dependencies between activities. Some activities cannot be fast tracked due to the nature of the work, while others can.

70.

You are reviewing the dependencies that exist within your risk management plan with your team. Which of the following is not a potential element of a risk management plan?

Quality metrics

Stakeholder risk appetite

Definitions of risk probability and impacts

Roles and responsibilities

Correct answer: Quality metrics

Quality metrics is correct. They are part of the control quality process, not part of the risk management plan.

Stakeholder risk appetite, definitions of risk probability and impacts, and roles and responsibilities are potential elements of a risk management plan.

71.

You have just transitioned into the planning process group from initiating the project. You are working in a process that documents how the project and product scope will be defined, validated, and controlled. What process does this best describe?

Plan scope management

Plan schedule management

Plan cost management

Plan risk management

Correct answer: Plan scope management

The situation describes being within the plan scope management process. This process involves the creation of the scope management plan that documents how the project and product scope will be defined, validated, and controlled. A vital component to this process is that it provides guidance and direction on managing the scope throughout the project's lifecycle.

72.

Zion is a servant leader within his organization and focuses on the team's growth and self-organized environment. Among his duties of being a servant leader, he also protects the team from internal and external diversions that can redirect the team from current objectives. What leadership behavior does this best represent?

Diversion shield

Inversion shield

Obstacle removal

Encouragement and development opportunities

Correct answer: Diversion shield

Servant leaders protect the team from diversion internally or externally, which redirects the team from its current objectives. This is called a diversion shield. Time fragmentation reduces productivity, so shielding the team from noncritical, external demands aids the team to remain focused.

73.

You are managing a large construction project to build 100 new homes in a community over a four-year period. There are only three set variations of floor plans for buyers to choose from. The development area runs to the edge of a protected nature preserve, making it impossible to expand the build area of the project as construction progresses. The scope of work is well defined and known completely at the start of this project, with very little risk for scope increase.

The contract type that fits this situation the best would be?

Firm fixed price (FFP)

Cost plus fixed fee (CPFF)

Cost plus incentive fee (CPIF)

Time and materials (T&M)

Correct answer: Firm fixed price (FFP)

A Firm Fixed Price (FFP) contract involves setting a fixed total price for a defined product, service, or result to be provided. Because the scope of your construction project is well defined up front with little risk to area or architectural changes, and the buyer has precisely specified the requirements of the project, establishing a firm fixed price contract would be the best option for this project.

This category of contract involves setting a fixed price for a well-defined product, service, or result. Fixed-price contracts include Firm Fixed Price (FFP), Fixed-Price Incentive Fee (FPIF), and Fixed Price with Economic Price Adjustment (FP-EPA), among others.

In a Cost Plus Fixed Fee contract (CPFF), the seller is reimbursed for all allowable costs for performing the contract work and receives a fixed-fee payment calculated as a percentage of the initial estimated project cost.

In a Cost Plus Incentive Fee contract (CPIF), the seller is reimbursed for all allowable costs for performing the contract work and receives a predetermined incentive fee based upon achieving certain performance objectives as set forth in the contract.

A Time and Materials contract (T&M) is a hybrid type of contractual arrangement that contains aspects of both cost-reimbursable and fixed-price contracts. They are often

used for staff augmentation, acquisition of experts, and any outside support when a precise statement of work cannot be quickly prescribed.

74.

As the lead project manager for your organization, you are in a meeting with the operations manager to ensure that the project team is not interfering with daily operations. The result of the meeting showed that all operations are running as planned with no disruption in the flow of work. Which of the following best describes an operations manager?

Responsible for ensuring business operations are efficient

Responsible for providing management oversight over functional or business units

Responsible for leading the team performing the project work

Responsible for ensuring that all operations are not exceeding the organizational budget

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Correct answer: Responsible for ensuring business operations are efficient

There are three project leadership roles: project manager, functional manager, and operations manager. The operations manager is in charge of ensuring that business operations flow smoothly and efficiently.

A functional manager focuses on providing management oversight for a functional or business unit. A project manager is assigned to the organization and leads the team responsible for the project.

75.

Chanchal is called into a meeting with the project sponsor to discuss optimizing objective deliverance within the project. Which of the following influences how objectives of the organization are set and achieved, the risk is monitored and assessed, and performance is optimized?

Governance framework

Enterprise environmental factors

Organizational process assets

Organizational knowledge repositories

Correct answer: Governance framework

Governance is the framework within which authority is exercised in organizations. This framework includes rules, policies, procedures, norms, relationships, systems, and processes. Governance influences how objectives of the organization are set and achieved, risk is monitored and assessed, and performance is optimized. A governance framework should be tailored to the organizational culture, types of projects, and the needs of the organization to be effective.

76.

Bailey has just been promoted to project manager within her company due to her outstanding knowledge of the software they are selling. Her supervisor asks her to study the various project management process groups to develop a plan. Which of the following is not a project management process group?

Directing and Managing

Planning

Monitoring and Controlling

Closing

Correct answer: Directing and Managing

Directing and Managing is not a project management process group. The five project management process groups are Initiating, Planning, Executing, Monitoring and Controlling, and Closing.

77.

You have just been reassigned to a new project due to your leadership style in previous similar projects. Which of the following leadership styles involves allowing the team to make their own decisions?

Laissez-faire

Servant leader

Charismatic

Transactional

Correct answer: Laissez-faire

The most common examples of leadership styles include, but are not limited to, the following:

1. *__Laissez-faire__: Interpreted as "hands-off," this project manager's leadership style tends to just let their team lead themselves. Teams are left to make decisions, set goals, and implement their own ideas in completing the assigned tasks.*
2. *__Transactional__: This style focuses on goals, feedback, and ways to determine the rewards a person gets. A project manager with a transactional style will usually be rigid in implementing rules, processes, and procedures. They will even implement something called reward and punishment so that the team is always disciplined in implementing the values it has created.*
3. *__Servant leader__: A project manager with this style usually has traits such as a focus on others, growth, learning, shared prosperity, relationship orientation, and team collaboration.*
4. *__Transformational__: This leadership style has characteristics such as empowering the team through ideal attributes and behaviors, inspirational motivation, encouraging innovation and creativity, and individual consideration. The main characteristic of the transformational leadership style is inspiration.*
5. *__Charismatic__: The main characteristics of a leader with a charismatic style include high energy, enthusiasm, strong belief, and self-confidence. These personality traits then carry persuasive power to the team or its followers.*
6. *__Interactional__: A combination of transactional, transformational, and charismatic. Project managers with an interactional style consider variables such as the work environment, corporate culture, market challenges, conflict and complexity, and the influence of leaders on the business.*

78.

You are managing a software development project in a rapidly changing market. The project requirements are expected to evolve based on customer feedback and market trends.

Which of the following actions align with an adaptive approach to project management? (Choose three)

Conducting regular sprint reviews to gather feedback and adjust the product backlog.

Encouraging cross-functional team collaboration and self-organization.

Using iterative development cycles to deliver incremental value.

Creating a detailed project plan at the beginning and strictly adhering to it.

Limiting changes to the project scope to avoid disruptions.

Regular sprint reviews are a key practice in adaptive approaches like Agile, allowing the team to gather feedback and make the necessary adjustments.

Cross-functional team collaboration and self-organization are fundamental principles of adaptive approaches, promoting flexibility and responsiveness.

Iterative development cycles enable the team to deliver incremental value and adapt to changes quickly.

Creating a detailed project plan is more characteristic of predictive (waterfall) methodologies, which are less flexible and not suited for projects with evolving requirements.

Adaptive approaches embrace change and flexibility, allowing the project scope to evolve based on feedback and new information.

79.

You have been assigned to lead a project within an organization that focuses on manufacturing parts. The project sponsor has asked you to prepare for the processes that will be defined in this process group. What are the two processes within the Initiating process group?

Develop Project Charter, Identify Stakeholders

Validate Scope, Control Schedule

Manage Quality, Conduct Procurements

Determine Budget, Identify Risks

Correct answer: Develop Project Charter, Identify Stakeholders

The two processes within the Initiating process group are Develop Project Charter and Identify Stakeholders. These are processes are performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.

Validate Scope and Control Schedule are within the Monitoring and Controlling process group.

Manage Quality and Conduct Procurements are within the Executing process group.

Determine Budget and Identify Risks are within the Planning process group.

80.

A team is discussing various areas within project quality management. The goal is to talk about the advantages of quality within the project. Which of the following is not a process of project quality management?

Enforce quality

Manage quality

Plan quality management

Control quality

Correct answer: Enforce quality

Enforce quality is not a process of project quality management. Quality focuses on performance levels that are desired to be met. These requirements can reflect the completion requirements, definition of done, SOW, or various requirements documents.

Manage quality, plan quality management, and control quality are all processes within project quality management.

81.

In working with the contracting officer for your project, you send out a document to the vendor to obtain a solution. This is due to the complicated scope requirements that you currently have. What is this document best called?

Request for proposal

Request for change

Request for information

Request for quote

Correct answer: Request for proposal

The request for proposal is a bid document often used when a buyer is looking for a vendor to provide a solution. This occurs when the requirements are complex or complicated in scope. The request for proposal is often abbreviated as an RFP. These documents are similar to the Request For Information (RFI) but instead request for proposals from prospective vendors or sellers regarding various series of products or services.

82.

You are managing a waterfall project and need to ensure that the project scope is well-defined and controlled. Which of the following actions are essential for effective project scope management? (Choose three)

> **Developing a detailed project scope statement that includes project deliverables and boundaries.**

> **Creating a Work Breakdown Structure (WBS) to decompose the project scope into manageable components.**

> **Conducting regular scope validation sessions with stakeholders to ensure alignment.**

> Allowing scope changes to be made informally to accommodate new ideas quickly.

> Ignoring scope creep to maintain project flexibility.

Developing a detailed project scope statement is crucial for clearly defining what is included and excluded from the project, ensuring all stakeholders have a common understanding.

Creating a Work Breakdown Structure (WBS) helps break down the project scope into smaller, more manageable components, making it easier to plan, execute, and control.

Regular scope validation sessions with stakeholders ensure that the project remains aligned with their expectations and requirements, helping to prevent scope creep and misunderstandings.

Allowing informal scope changes can lead to scope creep and loss of control over the project. All scope changes should be formally evaluated and approved through a change control process.

Ignoring scope creep is not a good practice in project management. Scope creep refers to uncontrolled changes or continuous growth in a project's scope, which can lead to project delays, cost overruns, and failure to meet project objectives.

83.

Mateo is reviewing the business case and is looking for the reason why the business need is worth the investment. He looks within the project charter and finds the section he is looking for. What is this section best called?

Project justification

Business need

Program requirement

Business strategy

Correct answer: Project justification

The project justification exists with the business need of the business case document. The project justification explains why the business need is worth the investment and the reason it should be addressed. This is also partnered with the cost-benefit analysis and assumptions.

84.

You have just been assigned to a new organization that utilizes a project management office (PMO). Which of the following types of project management offices (PMOs) provides support and requires compliance through various means, such as the use of specific templates, forms, and tools?

Controlling

Supportive

Directive

Supervisory

Correct answer: Controlling

A Project Management Office (PMO) is an organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. There are several types of PMOs in organizations. Each type varies in the amount of control and influence it has on projects within the organization.

1. ***Controlling****: Controlling PMOs provide support and require compliance through various means. The degree of control provided by this PMO is moderate. Compliance may involve adoptions of project management frameworks or methodologies; use of specific templates, forms, and tools; and conformance to governance frameworks.*
2. ***Supportive****: Supportive PMOs provide a consultative role to projects by supplying templates, best practices, training, access to information, and lessons learned from other projects. The degree of control provided by this PMO is low.*
3. ***Directive****: Directive PMOs take control of the projects by directly managing the projects. Project managers are assigned by and report to the PMO. The degree of control provided by this PMO is high.*

85.

You are working on a critical project for your organization, and the success of the project heavily depends on the effectiveness of the project manager. Which of the following statements correctly describes the importance of the project manager's role? (Choose four)

The project manager is responsible for defining project goals and ensuring they align with organizational objectives.

The project manager facilitates communication among stakeholders to ensure everyone is informed and engaged.

The project manager identifies and mitigates risks to keep the project on track.

The project manager ensures that the project team has the necessary resources and support to complete their tasks.

The project manager's primary role is to execute tasks assigned by the project sponsor.

The project manager plays a crucial role in defining project goals and ensuring they are aligned with the organization's broader objectives, which is essential for project success.

Effective communication is a key responsibility of the project manager, ensuring that all stakeholders are informed and engaged throughout the project lifecycle.

Identifying and mitigating risks is a critical function of the project manager to prevent potential issues from derailing the project.

The project manager ensures that the project team has the necessary resources and support, which is vital for successfully completing project tasks.

The project manager's role is much broader than just executing tasks assigned by the project sponsor. The project manager is responsible for overall project planning, execution, monitoring, and closing, as well as managing the project team and stakeholders.

86.

You have been asked to ensure that the project you are leading goes through a proper quality assurance assessment. Who is responsible for performing the quality assurance assessment on a project?

Quality assurance department

Project manager

Project team

Project stakeholders

Correct answer: Quality assurance department

The quality assurance department, or another group outside of the project, is responsible for performing the quality assurance assessment on a project. The quality assurance team seeks to make sure the project team is following the planned procedures and processes and looks for ways to improve the work that is being done.

87.

You are in the process of comparing actual products to those of equivalent organizations to identify the best practices to perform. This will provide you with the best tool to utilize in your project. What is this activity best called?

Benchmarking

Alternatives analysis

Assumption and constraint analysis

Business justification analysis methods

Correct answer: Benchmarking

The situation dictates that the project manager is benchmarking. This is the comparison of actual or planned products, processes, and practices to those within similar organizations. This identifies the best approaches for generating ideas and provides a premise for measuring performance.

88.

Logan has just been assigned a new high-priority project for a company that has just gone through organizational restructuring. He is in a meeting with his supervisor and is told to really focus on guiding, motivating, and directing his team. His supervisor also mentions the importance of demonstrating negotiation, communication, resilience, critical thinking, and various interpersonal skills.

What skills best represent what Logan's supervisor wants him to focus on with his new team?

Leadership skills

Technical project management skills

Strategic and business management skills

Politics and power skills

Correct answer: Leadership skills

The situation dictates that the project manager is advised by his supervisor to focus on his leadership skills as he takes control of his new project. Leadership skills include the ability to guide, motivate, and direct a team. Negotiation, resilience, communication, problem-solving, critical thinking, and interpersonal skills are also essential capabilities that need to be demonstrated.

89.

Bob is utilizing an analysis technique that gives insight into the gaps that exist within his project. This analysis technique evaluates the opportunities, threats, strengths, and weaknesses of the organization. The information gathered is utilized to create the project plan. What analysis technique does this best represent?

SWOT analysis

Trend analysis

Sensitivity analysis

Organizational analysis

Correct answer: SWOT analysis

SWOT analysis assesses the strengths, weaknesses, opportunities, and threats of an organization, project, or option. SWOT analysis may be utilized to understand the gaps that are occurring within an organization. SWOT analysis may also be used to explore possible activities for a redesign. The powerful and effective process of exploring the positive and negative forces impacting a project through SWOT analysis facilitates successful project outcomes. Variance analysis is utilized to find the cause and degree of difference between the baseline and actual performance.