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MYEXAMPLE

Pmi

(CAPM)

Certified Associate in Project Management (PMI-100)

Total: **297 Questions**

Link:

Question: 1

Once the make-or-buy analysis is completed, which document defines the project delivery method?

- A. Procurement statement of work (SOW)
- B. Procurement strategy
- C. Terms of reference
- D. Change request

Answer: B

Question: 2

A project is just beginning, and management creates a long list of potential stakeholders. Which statement about identifying and engaging stakeholder, is correct?

- A. The project manager should identify and deal with stakeholders only during the execution phase.
- B. Stakeholder satisfaction should be identified immediately and managed as a project objective.
- C. The project manager should focus on project objectives and deal with stakeholders as a secondary priority. D. Stakeholder satisfaction is the most important goal, and project objectives should be considered a secondary priority.

Answer: B

Question: 3

Which is an example of leveraging evolving trends and emerging practices in Project Integration Management?

- A. Hybrid methodologies
- B. Risk register updates
- C. Outsourced project resources
- D. Reliance on lessons learned documents

Answer: A

Question: 4

What should a project manager use to determine how much money is needed to complete a project?

- A. Earned value management (EVM)
- B. Estimate at completion (EAC)
- C. Earned value analysis (EVA)
- D. Budget at completion (BAC)

Answer: C

Question: 5

The project manager is creating the communications management plan. Which group of inputs is required to begin?

- A. Work performance reports, change requests, and risk register
- B. Work performance data, project documents, and stakeholder engagement plan
- C. Project charter, project management plan, and project documents
- D. Work performance data, stakeholder register, and team management plan

Answer: C

Question: 6

A project is in progress and about to move to a different phase, according to the plan. This will be a good opportunity for the project manager to:

- A. create the project management plan.
- B. identify the project objectives.
- C. review and update stakeholder engagement.
- D. create the schedule baseline.

Answer: C

Question: 7

A new project has been set. Four main stakeholders besides the project manager and four other team members have been identified. How many communication channels are available?

- A. 8
- B. 18
- C. 36
- D. 40

Answer: C

Question: 8

A project manager is preparing to meet with three crucial project stakeholders on a new project. Which tools and techniques can the project manager use to capture stakeholder interest?

- A. Review stakeholder register and meeting
- B. Data analysis and communication skills
- C. Data gathering and data analysis
- D. Communication skills and cultural awareness

Answer: D

Question: 9

Select three processes that are associated with Project Schedule Management? (Choose three.)

- A. Define Activities
- B. Plan Resource Management
- C. Estimate Activity Durations
- D. Develop Schedule
- E. Acquire Resources

Answer: ACD

Question: 10

What are the project management processes associated with project quality management?

- A. Plan Quality Management, Manage Quality, and Control Quality
- B. Plan Quality Management, Manage Quality, and Cost of Quality
- C. Manage Quality, Customer Satisfaction, and Control Quality
- D. Customer Satisfaction, Control Quality, and Continuous Improvement

Answer: A

Question: 11

In an adaptive project environment, which action helps the project manager ensure that the team is comfortable with charges?

- A. Having control over the planning and delivery of the products without delegating decisions
- B. Giving access to information to the team and frequent team checkpoints
- C. Selecting different team members to take the project manager role during reviews with stakeholders
- D. Asking the control change board to approve changes before notifying the team

Answer: B

Question: 12

The activity of tailoring is necessary because:

- A. the members of the project team need to select the appropriate order of every tool, technique, input, and output listed in the PMBOK Guide; this is required for all projects.
- B. each project is unique, and the members of the project team should select the appropriate tools, techniques, inputs, and outputs from the PMBOK Guide.
- C. the members of the project team need to understand the PMBOK Guide processes, which are applied to all projects.
- D. each project is unique, and the project team must plan how to apply all the tools, techniques, inputs, and outputs in the PMBOK Guide.

Answer: B

Question: 13

When developing the project schedule, a project manager uses decomposition and rolling wave planning techniques in this process:

- A. Develop Schedule
- B. Define Activities
- C. Define Scope
- D. Collect Requirements

Answer: B

Question: 14

Which of the following tasks focuses on decomposing work packages?

- A. Adjust duration estimates
- B. Define activities
- C. Complete rolling wave planning
- D. Develop milestone list

Answer: B

Question: 15

During what project management process does the project manager invest the most effort into creating the work breakdown structure (WBS)?

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

Answer: B

Question: 16

Given the following information:

- ⇒ Activity A takes one week.
 - ⇒ Activity B takes three weeks.
 - ⇒ Activity C takes two weeks.
 - ⇒ Activity D takes five weeks.
 - ⇒ Activity A starts at the same time as Activity B.
 - ⇒ Activity C follows Activity B and Activity A.
 - ⇒ Activity D follows Activity C.
- How long will it take to complete the project?

- A.8 weeks
- B.9 weeks
- C.10 weeks
- D.11 weeks

Answer: C

Question: 17

With regard to a project manager's sphere of influence in a project, which of the following does the project manager influence most directly?

- A.Suppliers
- B.Customers
- C.Governing bodies
- D.Project team

Answer: D

Question: 18

Which document can help a project manager to leverage historical project information?

- A.Lessons learned register
- B.Schedule baseline
- C.Work performance data
- D.Deliverable acceptance forms

Answer: A

Question: 19

Which kind of communication should the project manager use when creating reports for government bodies?

- A.Hierarchical
- B.External
- C.Formal
- D.Official

Answer: D

Question: 20

How can a project manager evaluate project team development?

- A.Produce team performance assessments
- B.Hold weekly meetings to engage every member

- C.Complete a personal skill assessment on each team member
- D.Provide recognition awards to team members

Answer: A

Question: 21

The project manager is dividing the project scope into smaller pieces, and repeating this process until no more subdivisions are required. At this point the project manager is able to estimate costs and activities for each element. What are these elements called?

- A.Project activities
- B.Work packages
- C.Planning packages
- D.Project deliverables

Answer: B

Question: 22

Which tools and techniques will a project manager use to develop a project charter?

- A.Project manager experience, expert judgment, scope statement, and meetings
- B.Lessons learned database, interpersonal and team skills, cost baseline, and meetings
- C.Expert judgment, data gathering, scope statement, schedule baseline, and meetings
- D.Expert judgment, data gathering, interpersonal and team skills, and meetings

Answer: D

Question: 23

Which key benefit can a project manager obtain by identifying stakeholders?

- A.Identify the appropriate focus for engagement of each stakeholder
- B.Assess the risk exposure for each stakeholder
- C.Map stakeholder power and influence grid
- D.Identify the appropriate channels of communication with all stakeholders

Answer: A

Question: 24

The project team is inspecting the completed project scope to determine if the requirements have been satisfied. What is the result of this inspection?

- A.Accepted deliverables
- B.Planning packages

- C.Verified deliverables
- D.Work packages

Answer: C

Question: 25

Which are the most important competencies required for a project manager?

- A.Leadership, bilingualism, experience, and technical knowledge
- B.PMP certification, experience, technical knowledge, and post-graduate education
- C.Leadership, strategic and business management, project management knowledge, and technical knowledge
- D.Communication skills, project management knowledge, PMP certification, and availability to travel

Answer: C

Question: 26

Two members of the team are having a conflict. The project manager decides that, in this case, the best solution is to bring some degree of satisfaction to all parties in order to temporarily or partially resolve the problem. Which technique should the project manager use?

- A.Withdraw/Avoid
- B.Smooth/Accommodate
- C.Compromise/Reconcile
- D.Collaborate/Problem Solve

Answer: C

Question: 27

Which process determines the correctness of deliverables?

- A.Verify Deliverables
- B.Validate Deliverables
- C.Review Deliverables
- D.Analyze Deliverables

Answer: A

Question: 28

Why is tailoring required in a project?

- A.Because a one-size-fits-all approach avoids complications and saves time
- B.Because every project is unique and not every tool, technique, input, or output identified in the PMBOK Guide is required

- C.Because tailoring allows us to identify the techniques, procedures, and system practices used by those in the project
- D.Project managers should apply every process in the PMBOK Guide to the project, so tailoring is not required

Answer: B

Question: 29

Company A has just been notified about a new legal requirement for its business operations. What is the classification of this item?

- A.Internal enterprise environmental factor
- B.Risk register database
- C.External enterprise environmental factor
- D.Organizational process asset

Answer: C

Question: 30

Which statement describes the Monitor Communications process?

- A.Evaluates the differences between the communications management plan and the reality of communications in a project
- B.Ensures that the information needs of the project and the stakeholders are met
- C.Ensures that project information is created, collected, and distributed in a timely and appropriate manner
- D.Develops an appropriate and plan for communication of project activities

Answer: B

Question: 31

In a preliminary meeting for a project, team members decide to execute the project with agile methodology. A finance team member wants to know how project cost will be determined at this early stage. How will the project team determine project cost?

- A.Use a lightweight cost estimation due to the nature of agile projects
- B.Use a detailed cost estimation for agile projects
- C.Retrieve a budget from a previous project and create a baseline for this project based on it
- D.Use a detailed work breakdown structure (WBS) to get cost estimation

Answer: A

Question: 32

A project team member is estimating the cost of an activity and is checking documentation from previous similar projects. Which estimation method is the project manager using to complete this task?

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

Answer: C

Question: 33

The project manager has the following information about the estimated duration for an activity: ☞ Most likely [tM] = 15 days

☞ Pessimistic [tP] = 20 days

☞ Optimistic [tO] = 10 days

What is the estimated duration of this activity, according to the triangular distribution technique?

- A. 10 days
- B. 15 days
- C. 12.5 days
- D. 5 days

Answer: B

Question: 34

A project manager is reviewing the change requests for project documents, deliverables, and the project plan. In which project management process does this review belong?

- A. Monitor and Control Project Work
- B. Direct and Manage Project Work
- C. Close Project or Phase
- D. Perform Integrated Change Control

Answer: D

Question: 35

Which format can a network diagram take?

- A. Flow chart
- B. Control chart
- C. Affinity diagram
- D. Cause-and-effect diagram

Answer: A

Question: 36

A project manager is working on the communications management plan. Which of these documents are inputs to consider?

- A.Stakeholder engagement plan and organizational process assets
- B.Project schedule and stakeholder register
- C.Quality management plan and risk register
- D.Basis of estimates and scope baseline

Answer: A

Question: 37

According to the PMI Talent Triangle, leadership skills relate to the ability to:

- A.understand the high-level overview of the organization
- B.tailor traditional and agile tools for the project
- C.work with stakeholders to develop an appropriate project delivery
- D.guide, motivate, and direct a team to reach project goals

Answer: D

Question: 38

Which is the best way for a project manager to ensure efficient and frequent communication with management and stakeholders in an agile/adaptive environment?

- A.Post project artifacts in a transparent fashion and engage stakeholders on a regular basis.
- B.Make surveys among the stakeholders and meet with the team once a month.
- C.Create a social network and post news there.
- D.Create personalized emails for each stakeholder, asking for requests and reviewing objectives with them periodically.

Answer: A

Question: 39

A project manager is assigned to a strategic project. Senior management asks the project manager to give a presentation in order to request support that will ensure the success of the project. Which entities will the project manager attempt to influence?

- A.The project and the organization
- B.The organization and the industry
- C.The subject matter experts and the project
- D.The change control board and the organization

Answer: A

Question: 40

Which statement summarizes the role of the change control board?

- A.The change control board is responsible for presenting the change for approval
- B.The change control board will analyze the change impact in terms of cost and schedule
- C.The change control board is responsible for managing the change management and configuration management systems
- D.The change control board is responsible for reviewing and approving changes to the project

Answer: D

Question: 41

A project manager is working in an environment where requirements are not very clear and may change during the project. In addition, the project has several stakeholders and is technically complex.

Which strategies should the project manager take into account for risk management in this environment?

- A.Occasionally identify, evaluate, and classify risks
- B.Review requirements and cross-functional project teams
- C.Include contingency reserves and update the project management plan frequently
- D.Frequently review incremental work products and update the requirements for proper prioritization

Answer: D

Question: 42

Which group of inputs will a project manager use during the Monitor Stakeholder Engagement process?

- A.Project charter, business documents, and project management plan
- B.Agreements, scope baseline, and project management plan
- C.Project charter, business case, and project management plan
- D.Work performance data, enterprise environmental factors, and project management plan

Answer: D

Question: 43

How should a project manager plan communications for a project which has uncertain requirements?

- A.Include stakeholders in project meetings and reviews, use frequent checkpoints, and co-locate team members only.
- B.Invite customers to sprint planning and retrospective meetings, update the team quickly and on a daily basis, and use official communication channels.
- C.Adopt social networking to engage stakeholders, issue frequent and short messages, and use informal communication channels.
- D.Adopt a strong change control board process, establish focal points for main subjects, and promote formal and transparent communication.

Answer: A

Question: 44

Which statement about identification and engagement of stakeholders during a project is correct?

- A. Project stakeholders should be identified and engaged in every phase of the project to influence the success of the project directly.
- B. Project stakeholders should be identified and engaged once the prototype is completed to provide their feedback but refrain from making inputs during the project.
- C. Project stakeholders should be identified when the project charter is being completed and engaged during requirements gathering.
- D. Project stakeholders should be identified and engaged during requirements elicitation but not during the Define Scope process

Answer: A

Question: 45

Which of the following conditions should the project manager consider when working on the scheduling for an adaptive environment?

- A. Defining, sequencing, estimating activity durations, and developing a schedule model are so tightly linked that they are viewed as a single process.
- B. The detailed project schedule should remain flexible throughout the project to accommodate newly gained knowledge.
- C. An iterative scheduling and on-demand, pull-based scheduling will be required.
- D. To address the full delivery schedule, a range of techniques may be needed and then need to be adapted.

Answer: C

Question: 46

Which task will a project manager undertake while conducting Project Resource Management?

- A. Identify the different aspects of the team to manage and control physical resources efficiently
- B. Procure equipment, materials, facilities, and infrastructure for the project
- C. Train the team members in project skill sets
- D. Define the roles and responsibilities of each team member

Answer: D

Question: 47

Which is an example of an internal enterprise environmental factor?

- A. Market share brand recognition
- B. Factory location

- C. Local government regulation
- D. Industry research

Answer: B

Question: 48

DRAG DROP -

Match each process with its corresponding description.

Select and Place:

Process		Description
Validate Scope		Developing detailed descriptions of the project and product
Control Scope		Formalizing acceptance of completed project deliverables
Create Work Breakdown Structure (WBS)		Monitoring the project's status and the product's scope
Define Scope		Subdividing project deliverables and project work into smaller components

Answer:

Process		Description
Validate Scope	Define Scope	Developing detailed descriptions of the project and product
Control Scope	Validate Scope	Formalizing acceptance of completed project deliverables
Create Work Breakdown Structure (WBS)	Control Scope	Monitoring the project's status and the product's scope
Define Scope	Create Work Breakdown Structure (WBS)	Subdividing project deliverables and project work into smaller components

Question: 49

A company must implement sales software because it is opening a new branch in a foreign market. Although this software is used in every domestic branch, multiple changes are expected during the implementation because it is a foreign location. Which type of life cycle would the project manager use in this case?

- A. Predictive life cycle
- B. Waterfall life cycle
- C. Hybrid life cycle
- D. Product life cycle

Answer: C

Question: 50

What are the two most common contract types used in a project?

- A. Cost plus award fee (CPAF) contract and fixed price contract
- B. Fixed price contract and cost-reimbursable contract
- C. Cost-reimbursable contract and time and material (T&M) contract
- D. Time and material (T&M) contract and cost plus award fee (CPAF) contract

Answer: B

Question: 51

If you established a contingency reserve including time, money, and resources, how are you handling risk?

- A. Accepting
- B. Transferring
- C. Avoiding
- D. Mitigating

Answer: A

Question: 52

Which are required to create the schedule management plan?

- A. Scope baseline, work breakdown structure (WBS), estimated costs, and milestone list
- B. Resource management plan, organizational process assets, activity list, and business case
- C. Enterprise environmental factors, organizational process assets, project charter, and project management plan
- D. Activity list, project statement of work, project charter, and communications management plan

Answer: C

Question: 53

In an agile or adaptive environment, when should risk be monitored and prioritized?

- A. Only during the Initiation and Closing phases
- B. During the Initiation and Planning phases
- C. During each iteration as the project progresses
- D. Throughout the Planning process group and retrospective meeting

Answer: C

Question: 54

Which factors should be considered for cross-cultural communication?

- A. Background, personality, and communications management plan
- B. Personality, background, and escalation process
- C. Sponsor relationship, personality, and background
- D. Current emotional state, personality, and background

Answer: D

Question: 55

The procurement requirements for a project include working with several vendors. What should the project manager take into consideration during the Project Procurement Management processes?

- A. Work performance information
- B. Bidder conferences
- C. Complexity of procurement
- D. Procurement management plan

Answer: C

Question: 56

A project receives budget approval, but the risk of extra costs is expected. Which of these inputs should the project manager check in order to make a qualitative risk analysis?

- A. The risk management plan and the assumption log
- B. Costs estimates and cost forecasts
- C. The risk management plan and the basis of estimates
- D. The assumption log and the project charter

Answer: A

Question: 57

What is one of the main purposes of the project charter?

- A. Formal authorization of the existence of the project
- B. Formal acceptance of the project management plan
- C. Formal approval of the detailed project budget
- D. Formal definition of stakeholder roles and responsibilities

Answer: A

Question: 58

Which of the following can a project manager use to represent defined team member roles in a group of tasks?

- A. Work breakdown structure (WBS)
- B. Responsibility assignment matrix (RAM)
- C. Organizational breakdown structure (OBS)
- D. Resource breakdown structure (RBS)

Answer: B

Question: 59

Under which circumstances should multiple projects be grouped in a program?

- A. When they are needed to accomplish a set of goals and objectives for an organization
- B. When they have the same project manager and the same organizational unit
- C. When they have the same scope, budget, and schedule
- D. When they are from the same unit of the organization

Answer: A

Question: 60

How can a project manager maintain the engagement of stakeholders in a project with a high degree of change?

- A. Monitor project stakeholder relationships using engaging strategies and plans
- B. Send all project documents to stakeholders each time they are modified
- C. Schedule monthly meetings with the stakeholders, including team members
- D. Engage only with the project sponsors

Answer: A

Question: 61

Which are the competing constraints that a project manager should address when tailoring a project?

- A. Cost, scope, schedule
- B. Sponsorship, risk, quality
- C. Schedule, sponsorship, scope
- D. Resources, quality, communication

Answer: A

Question: 62

Which knowledge area includes the processes to identify, define, and unify the various project management

processes?

- A. Project Integration Management
- B. Project Communications Management
- C. Project Quality Management
- D. Project Risk Management

Answer: A

Question: 63

For what project management process is work performance information an output?

- A. Implement Risk Responses
- B. Plan Stakeholder Engagement
- C. Monitor Stakeholder Engagement
- D. Plan Quality Management

Answer: C

Question: 64

A project stakeholder is requesting changes to the project plan. Which process group addresses this?

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

Answer: D

Question: 65

The project manager is working with some functional managers and stakeholders on the resource management plan. Which elements may be included in this plan?

- A. Team values, team agreements, and conflict resolution process
- B. Conflict resolution process, communication guidelines, and meeting schedules
- C. Team roles and responsibilities, team management, and training plan
- D. Resource requirements, resource assignments, and team performance assessments

Answer: C

Question: 66

A new project manager wishes to recommend creating a project management office to senior management. Which statement would the project manager use to describe the importance of creating the project management office?

A.It will give the project manager independence to make decisions without other departmental input. B.It integrates organizational data and information to ensure that strategic objectives are fulfilled. C.The project management office can execute administrative tasks.

D.The project management office can coordinate projects.

Answer: B

Question: 67

In order to detect quality issues earlier in the project life cycle, the project manager is using an agile/adaptive environment. What is the main difference between waterfall and agile/adaptive development approaches for Project Quality Management?

- A.The frequency of the quality and review steps
- B.The number of deliverables
- C.The duration of each of the quality and review steps
- D.The tools used in the quality and review steps

Answer: A

Question: 68

An important project stakeholder has low risk tolerance. Which type of communication should a project manager use to provide this stakeholder with a difficult update?

- A.Informal conversation
- B.Face-to-face meeting
- C.Short email update
- D.Written report

Answer: B

Question: 69

Which tools and techniques should a project manager use to monitor risks?

- A.Expert judgment, data analysis, and interpersonal and team skills
- B.Data analysis, audits, and meetings
- C.Expert judgment, audits, and decision making
- D.Meetings, data gathering, and expert judgment

Answer: B

Question: 70

What internal enterprise environmental factor (EEF) can impact a project?

- A.Cultural influences
- B.Physical environmental elements
- C.Commercial databases
- D.Infrastructure

Answer: D

Question: 71

Which is a list of organizational systems that may have an impact on a project?

- A.Internal policies, company procedures, and organizational resources
- B.Company culture, purchasing system, and project management information system
- C.Organizational structure, governance framework, and management elements
- D.Organizational process assets, enterprise environmental factors, and corporate knowledge

Answer: C

Question: 72

Select two key benefits of the Control Procurements process. (Choose two.)

- A.Enables the development of make-or-buy decisions
- B.Ensures that contract performance meets the terms of the legal agreement
- C.Guarantees that legal agreements influence vendor selection
- D.Assures that legal agreements guide contract closings
- E.Helps determine whether a certain type of contract should be used

Answer: BD

Question: 73

Which of the following set of elements is part of an effective communications management plan?

- A.Escalation processes, person responsible for communicating the information, glossary of common terminology, methods or technologies used to convey the information
- B.Phone book directory, stakeholder communication requirements, project charter, glossary of common terminology
- C.Organizational chart, escalation processes, person responsible for communicating the information, project management plan, glossary of common terminology
- D.Glossary of common terminology, constraints derived from specific legislation and regulation, person responsible for communicating information, project management plan, resource management plan

Answer: A

Question: 74

DRAG DROP -

Match each process in Project Stakeholder Management with its associated Process Group.

Select and Place:

Process		Process Group
Manage Stakeholder Engagement		Monitoring and Controlling
Identify Stakeholder Engagement		Planning
Plan Stakeholder Engagement		Executing
Monitor Stakeholder Engagement		Initiating

Answer:

Process		Process Group
Manage Stakeholder Engagement	Monitor Stakeholder Engagement	Monitoring and Controlling
Identify Stakeholder Engagement	Plan Stakeholder Engagement	Planning
Plan Stakeholder Engagement	Manage Stakeholder Engagement	Executing
Monitor Stakeholder Engagement	Identify Stakeholder Engagement	Initiating

Question: 75

Which is the appropriate tool to identify the possible correlation between two elements in a process?

- A.Scatter diagram
- B.Cause-and-effect diagram
- C.Histogram
- D.Control charts

Answer: A

Question: 76

What are the inputs of the Estimate Costs process?

- A. Project management plan, work performance data, enterprise environmental factors, and organizational process assets
- B. Project management plan, project documents, enterprise environmental factors, and organizational process assets
- C. Cost baseline, enterprise environmental factors, benefits management plan, and organizational process assets
- D. Project management plan, enterprise environmental factors, basis of estimates, and organizational process assets

Answer: B

Question: 77

The project manager implemented the stakeholder engagement plan and realized that some updates should be made. Which components of the project management plan should be modified?

- A. Project charter and stakeholder engagement plan
- B. Risk management plan and stakeholder engagement plan
- C. Communications management plan and stakeholder engagement plan
- D. Project charter and communications management plan

Answer: C

Question: 78

In a project using agile methodology, who may perform the quality control activities?

- A. A group of quality experts at specific times during the project
- B. The project manager only
- C. All team members throughout the project life cycle
- D. Selected stakeholders at specific times during the project

Answer: C

Question: 79

How can a project manager represent a contingency reserve in the schedule?

- A. Additional weeks of work to account for unknown-unknowns risks
- B. Task duration estimates of the best case scenarios
- C. Additional duration estimates in response to identified risks that have been accepted
- D. Milestones representing the completion of deliverables

Answer: C

Question: 80

In an agile and adaptive project, which scope management entity involves stakeholder engagement?

- A. Collect Requirements
- B. Create work breakdown structure (WBS)
- C. Plan Scope Management
- D. Scope Baseline

Answer: A

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