EXAMTOPICS

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Question #1 *Topic 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

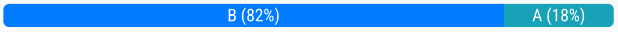
C. Terms of reference

D. Change request

Suggested Answer: *B*

Official Answer: B

Community vote distribution



JesseChou_123 Most Recent 1 year, 1 month ago

After the make-or-buy analysis is completed (which determines whether project work should be done internally or externally), the procurement strategy is developed to define: The project delivery method (e.g., design-bid-build, design-build, EPC, etc.) Contracting approach Procurement phases Payment methods This strategy guides how the procurement activities will be conducted, including how external resources will be acquired.

upvoted 1 times

bernice0822 1 year, 1 month ago

The answer is B

upvoted 1 times

rosebethmiguel 1 year, 7 months ago

The answer is B

upvoted 2 times

formosaHorus 1 year, 9 months ago

The answer is B

upvoted 2 times

shubu2276 2 years ago

B is correct. Once the make-or-buy analysis is completed, the document that defines the project delivery method is the "Procurement Strategy." The procurement strategy outlines how the project will obtain the necessary goods, services, or works. It includes decisions on whether to make in-house, buy from external sources, or use a combination of both approaches. The procurement strategy is a key component of the overall project management plan and helps guide the procurement activities throughout the project.

upvoted 2 times

Assad1981 2 years, 4 months ago

The option B is coreect

upvoted 1 times

Cam77 2 years, 8 months ago

The answer is B.

upvoted 2 times

ChymKuBoy 2 years, 9 months ago

B is done

upvoted 1 times

ThatAngie 2 years, 9 months ago

B! - answer

upvoted 1 times

jenza 2 years, 10 months ago

B - woo!

upvoted 1 times

Raindrop79 2 years, 10 months ago

Pg 476 PMBOK 6th Procurement strategy

upvoted 2 times

bob523523 2 years, 10 months ago

B. Procurement strategy.

upvoted 2 times

ShashankJi 3 years ago

B is the answer.

upvoted 2 times

FinnyNJeena 3 years ago

B is correct

upvoted 2 times

Judmir 3 years, 1 month ago

B is correct

upvoted 2 times

Judmir 3 years, 1 month ago

B i correct.

upvoted 2 times

anfacer 3 years, 2 months ago

B is correct: Review Chapter 12.1.3.2 - Procurement Strategy

upvoted 2 times

Question #2 *Topic 1*

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.

Suggested Answer: *B*
Official Answer: B

Community vote distribution
B (100%)

bob523523 Highly Voted 3 years, 4 months ago
B. Stakeholder satisfaction should be identified immediately and managed as a project objective. Identifying and engaging stakeholders is a critical component of project management, and it should be done as early as possible in the project life cycle. This is because stakeholders can have a significant impact on the success of a project, and their needs and expectations must be taken into account during the planning and execution phases.
upvoted 5 times

Nami13 Most Recent 1 year, 5 months ago
B is correct
upvoted 1 times

thandimah 2 years ago
B is correct
upvoted 1 times

Assad1981 2 years, 10 months ago
The option B is correct
upvoted 1 times

ThatAngie 3 years, 3 months ago
B- page 504 to 505 PMBOB 6
upvoted 1 times

jenza 3 years, 4 months ago
B - stakeholders are v important
upvoted 1 times

Question #3 *Topic 1*

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

A. Hybrid methodologies

B. Risk register updates

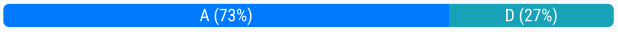
C. Outsourced project resources

D. Reliance on lessons learned documents

Suggested Answer: *A*

Official Answer: A

Community vote distribution



JaydenLEEE Most Recent 1 year, 10 months ago

I don't see this refrence in PMBOK 7e

upvoted 2 times

Assad1981 1 year, 10 months ago

The option A is correct

upvoted 1 times

theplaceholder 1 year, 12 months ago

Definitely A

upvoted 1 times

Cam77 2 years, 2 months ago

The answer is A. Hybrid methodologies. PMBOK 6e pg. 73

upvoted 3 times

PM01950 2 years, 2 months ago

Hybrid methodologies

upvoted 2 times

Riles4 2 years, 2 months ago

Hybrid Methodologies is discussed in the exam prep course I took.

upvoted 2 times

ThatAngie 2 years, 3 months ago

A - pg 73 , PMBOK 6

upvoted 3 times

jenza 2 years, 4 months ago

D but not sure

upvoted 1 times

bob523523 2 years, 4 months ago

A. Hybrid methodologies.

upvoted 2 times

mfourati 2 years, 7 months ago

These are conclusions which can be made at the end of the project

upvoted 2 times

Question #4 *Topic 1*

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)

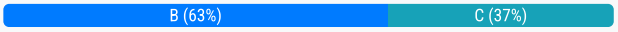
C. Earned value analysis (EVA)

D. Budget at completion (BAC)

Suggested Answer: *C*

Official Answer: C

Community vote distribution



UCAEDU Highly Voted 3 years, 11 months ago

Estimate at Completion (EAC). The expected total cost of completing all work expressed as the sum of the actual cost to date and the estimate to complete.

upvoted 17 times

a7b0c6a Most Recent 11 months ago

EAC = forecast of total project cost at completion, based on performance to date. It tells the PM how much money will be needed to finish the project.

upvoted 2 times

DelMario1 1 year, 3 months ago

Seems more logical

upvoted 1 times

8a6d137_111 1 year, 3 months ago

EAC. Given answer is incorrect. Topic is stale by the way.
https://www.reddit.com/r/capm/comments/13sk95o/what_should_a_pm_use_to_determine_how_much_money/

upvoted 1 times

b0abefa 1 year, 4 months ago

B for sure

upvoted 2 times

reve6669 1 year, 7 months ago

B for sure

upvoted 2 times

emilianogalati 1 year, 11 months ago

EAC: see figure 7, pag. 264 PMBOK6

upvoted 2 times

celticsun 2 years, 5 months ago

Not sure about this answer, was thinking about EAC. Why is it C?

upvoted 1 times

shubu2276 2 years, 6 months ago

B. Estimate at completion (EAC) To determine how much money is needed to complete a project, a project manager should use the "Estimate at Completion (EAC)." EAC is a forecasting technique that provides an estimate of the total cost of completing the project based on the project's performance up to a certain point. It considers the actual costs incurred, work performed, and any variances from the original budget.

upvoted 2 times

lifelong_learner 2 years, 9 months ago

why it's not the answer A?

upvoted 1 times

Assad1981 2 years, 10 months ago

The option B is more relevant

upvoted 1 times

garlicbread 3 years, 1 month ago

Estimate at Completion (EAC). The expected total cost of completing all work expressed as the sum of the actual cost to date and the estimate to complete.

upvoted 1 times

JC92 3 years, 3 months ago

Selected Answer: C

I believe the thing to focus on for this question is the fact that Earned Value Analysis encompasses EAC as well as BAC making this the best answer.

upvoted 4 times

JC92 3 years, 3 months ago

I believe the thing to focus on for this question is the fact that Earned Value Analysis encompasses EAC as well as BAC making this the best answer.I thought B, thanks for the clarification.

upvoted 4 times

koryryan 3 years, 1 month ago

I thought B, thanks for the clarification.

upvoted 1 times

AyandaCAPM 3 years, 4 months ago

Earned Value Analysis (EVA) is an industry standard method of measuring a project's progress at any given point in time, forecasting its completion date and final cost, and analyzing variances in the schedule and budget as the project proceeds Estimate at Completion is the current expectation of the total costs of a project once completed

upvoted 2 times

bob523523 3 years, 4 months ago

B. Estimate at completion (EAC)

upvoted 1 times

anfacer 3 years, 8 months ago

The money needed to complete a project is given by ETC. EAC is the total expected money at the end of project. ETC is one of the possible parameters of EVA analisys. As ETC is not there then EVA is the most correct

upvoted 2 times

meg002 3 years, 8 months ago

Correct Answer is B

upvoted 1 times

Question #5 *Topic 1*

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

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

lily_dice Most Recent 1 year, 3 months ago

C the project objectives should come first

upvoted 1 times

DelMario1 1 year, 3 months ago

C is the best answer

upvoted 1 times

Assad1981 1 year, 10 months ago

Option C

upvoted 2 times

Ajilox5 2 years, 1 month ago

C is the right answer

upvoted 1 times

ghjuh1 2 years, 1 month ago

10.1 Plan Communications Management .1 Inputs .1 Project charter .2 Project management plan .3 Project documents .4 Enterprise environmental factors .5 Organizational process assets

upvoted 2 times

ChymKuBoy 2 years, 2 months ago

C for sure

upvoted 1 times

jenza 2 years, 4 months ago

C - charter, pm plan, and docs

upvoted 1 times

AyandaCAPM 2 years, 4 months ago

To create the Plan Communications Management, necessary inputs are needed such as the project management plan, organizational process assets, and enterprise environmental factors. The project manager also needs to get the stakeholder register to know who the stakeholders are.

upvoted 1 times

bob523523 2 years, 4 months ago

C. Project charter, project management plan, and project documents

upvoted 1 times

Question #6 *Topic 1*

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.

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

Assad1981 Most Recent 1 year, 10 months ago

C is more appropriate answer

upvoted 1 times

koryryan 2 years, 1 month ago

C is correct

upvoted 1 times

ChymKuBoy 2 years, 2 months ago

C for sure

upvoted 1 times

jenza 2 years, 4 months ago

C - update stakeholders

upvoted 1 times

bob523523 2 years, 4 months ago

C. review and update stakeholder engagement.

upvoted 1 times

Question #7 *Topic 1*

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

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

ChymKuBoy Highly Voted 2 years, 9 months ago
if you have four main stakeholders, one project manager, and four other team members, then N = 9. Therefore, the number of communication channels available is Ch = 9 (9-1)/2 = 36.
upvoted 6 times

arjune Most Recent 1 year, 11 months ago
C is correct using the formula n*(n-1)/2 where n represent the number of persons in the communication loop
upvoted 2 times

Assad1981 2 years, 4 months ago
36 option c is correct according to formula n(n-1) and N =9
upvoted 2 times

Nasser100 2 years, 7 months ago
9(9-1)/2=36
upvoted 3 times

bob523523 2 years, 10 months ago
My bad, it's C
upvoted 1 times

bob523523 2 years, 10 months ago
The correct answer is B. 18. The number of communication channels in a project is determined by the formula: n(n-1)/2 where n is the number of stakeholders in the project.
upvoted 1 times

Question #8 *Topic 1*

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

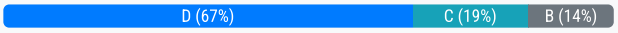
C. Data gathering and data analysis

D. Communication skills and cultural awareness

Suggested Answer: *D*

Official Answer: D

Community vote distribution



claudiapatricia777 Highly Voted 3 years, 9 months ago

Tools and Techniques in Manage Stakeholders Engagement process are: • Expert Judgement • Communications Skills (Feedback) • Interpersonal and Team skills (Cultural awareness, Negotiation, Observation Conversation, Political Awareness, Conflict Management) • Ground Rules • Meetings

upvoted 16 times

shubu2276 Highly Voted 1 year, 10 months ago

D. Communication skills and cultural awareness To capture stakeholder interest, a project manager can use communication skills and cultural awareness. Understanding how to effectively communicate with stakeholders and being aware of cultural differences are crucial for building positive relationships and ensuring that the project's goals align with stakeholder expectations. While other options may be relevant in stakeholder management, the combination of communication skills and cultural awareness is specifically focused on engaging stakeholders effectively. The project manager may also use tools such as the stakeholder register to review and understand stakeholder information, but the act of capturing stakeholder interest involves effective communication and cultural sensitivity.

upvoted 5 times

AA2526 1 year, 10 months ago

How I understood the question is that the PM is meeting new stakeholders and he wants to get them interested in the project (capture stakeholder interest). So he's not there to gather data but he is there to influence them to support the project/get them interested. So for this communication skills and cultural awareness would be correct

upvoted 4 times

MATTEOBACIS 2 years ago

it's B

upvoted 1 times

Assad1981 2 years, 10 months ago

In my opinion it's correct answer is C

upvoted 1 times

koryryan 3 years, 1 month ago

I think this is correct

upvoted 1 times

ChymKuBoy 3 years, 3 months ago

D. Communication skills and cultural awareness

upvoted 2 times

adingmaki 3 years, 3 months ago

I think C. The PM is PREPARING which means plan. Nothing is being executed yet. Plan Stakeholder Engagement: Data Analysis and Data gathering

upvoted 2 times

jenza 3 years, 4 months ago

C - data gathering and analysis

upvoted 2 times

bob523523 3 years, 4 months ago

D. Communication skills and cultural awareness.

upvoted 2 times

InsTori 3 years, 6 months ago

Capturing stakeholder interest to means capturing data regarding the engagement, part of Monitor Stakeholder Engagement, which has Communication Skills and Data Analysis as T&Ts. The way I read this is they are trying to determine how engaged these stakeholders are.

upvoted 4 times

kmanb 3 years, 6 months ago

According to Joseph Phillips course on Udemy. C is the most correct answer according to the ITTO plan stockholder engagement

upvoted 3 times

anfacer 3 years, 8 months ago

I have doubts, its a new project and I think they are referring to plan stakeholder engagement. In that case data gathering and analisys will be the correct one. Plan Stakeholders Engagement = process of developing approaches to involve project stakeholder based on their interests

upvoted 3 times

Question #9 *Topic 1*

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

Suggested Answer: *A, C, D*

Official Answer: ACD

Community vote distribution

ACD (100%)

koryryan Most Recent 2 years, 1 month ago

A,C, AND D

upvoted 1 times

jenza 2 years, 4 months ago

A, C, and D

upvoted 2 times

bob523523 2 years, 4 months ago

Option B (Plan Resource Management) and Option E (Acquire Resources) are not associated with Project Schedule Management. They are both associated with Project Resource Management.

upvoted 1 times

theplaceholder 2 years, 8 months ago

Correct

upvoted 3 times

Question #10 *Topic 1*

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

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

UlrichIng Highly Voted 4 years, 10 months ago

A. Plan Quality Management, Manage Quality, and Control Quality

upvoted 7 times

JesseChou_123 Most Recent 1 year, 1 month ago

Why the Other Options Are Incorrect: B. ...and Cost of Quality Cost of Quality (CoQ) is a tool/technique, not a process. C. ...Customer Satisfaction... Customer satisfaction is an objective/outcome, not a PMBOK-defined process. D. ...Continuous Improvement... Continuous improvement is a quality principle (linked to methodologies like Six Sigma), not a formal PMBOK process.

upvoted 1 times

Assad1981 1 year, 10 months ago

Option A

upvoted 1 times

jenza 2 years, 4 months ago

A - plan, manage, and control

upvoted 2 times

ale1231 4 years ago

A. Plan Quality Management, Manage Quality, and Control Quality

upvoted 2 times

Kushal02 4 years, 9 months ago

A. Plan Quality Management, Manage Quality, and Control Quality

upvoted 4 times

Question #11 *Topic 1*

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

Suggested Answer: *B*

Official Answer: B

Community vote distribution



JesseChou_123 Most Recent 1 year, 1 month ago

In adaptive project environments (such as Agile), transparency, collaboration, and frequent communication are key principles that help teams effectively adapt to change.

upvoted 1 times

Onz12 2 years, 1 month ago

B is correct

upvoted 1 times

Assad1981 2 years, 4 months ago

Option B

upvoted 1 times

wineo38 2 years, 7 months ago

Changes

upvoted 2 times

Skelehosea 2 years, 7 months ago

THE CORRECT IS B

upvoted 1 times

jenza 2 years, 10 months ago

B - frequent access and checkins

upvoted 1 times

Foxttrot 3 years, 2 months ago

Is this CAPM? Not in PMBOK 6th ed.

upvoted 1 times

theplaceholder 3 years, 2 months ago

Correct

upvoted 1 times

Question #12 *Topic 1*

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.

Suggested Answer: *B*

Official Answer: B

Community vote distribution



simba21 Most Recent 1 year, 10 months ago

B is more appropriate

upvoted 1 times

Assad1981 1 year, 10 months ago

B is more appropriate

upvoted 1 times

AyandaCAPM 2 years, 4 months ago

each project is unique, therefore each team must choose how their want to execute their project

upvoted 3 times

AyandaCAPM 2 years, 4 months ago

A project management standard may be customized into a systematic methodology by a professional body or an organization. This methodology may provide guidelines to further tailor specific projects based on their unique nature, like size, complexity, risks, etc. For example, processes, roles, and terminology may be tailored

upvoted 1 times

theplaceholder 2 years, 8 months ago

You don't have to use all tools, just select the right ones for the job at hand

upvoted 3 times

UlrichIng 4 years, 10 months ago

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.

upvoted 4 times

Question #13 *Topic 1*

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

Suggested Answer: *B*
Official Answer: B

Community vote distribution
B (100%)

Sumbo Highly Voted 3 years ago
according to the PMBOK guide it should be Develope a schedule:When developing the project schedule, a project manager uses decomposition and rolling wave planning techniques in the Develop Schedule process.That's so untrue
upvoted 6 times

Sumbo Highly Voted 3 years ago
according to the PMBOK guide it should be Develope a schedule:When developing the project schedule, a project manager uses decomposition and rolling wave planning techniques in the Develop Schedule process.
upvoted 6 times

bramirezb593 2 years, 7 months ago
That's so untrue
upvoted 4 times

UlrichIng 5 years, 4 months ago
B. Define Activities
upvoted 5 times

shubu2276 Most Recent 2 years ago
B. Define Activities When developing the project schedule, the process that involves decomposition and rolling wave planning techniques is "Define Activities." In this process, the project manager breaks down the project work into smaller, more manageable components or activities. Decomposition is the technique of subdividing project deliverables and project work into smaller, more manageable parts.
upvoted 3 times

Assad1981 2 years, 4 months ago
B is correct answer
upvoted 1 times

garlicbread 2 years, 7 months ago
Rolling Wave Planning is one of the techniques in the 'Define Activities' process under Project Time Management.
upvoted 2 times

eminema07 2 years, 9 months ago
pg 185
upvoted 2 times

Navz 3 years ago
Processes that are performed continuously throughout the project. The process Define Activities may occur throughout the project life cycle, especially if the project uses rolling wave planning or an adaptive development approach. Many of the monitoring and control processes are ongoing from the start of the project, until it is closed out. Decomposition and Rolling wave planning is a T&T of Define activities pg 174
upvoted 2 times

Question #14 *Topic 1*

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

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

Assad1981 Most Recent 1 year, 10 months ago

B is correct

upvoted 1 times

ChymKuBoy 2 years, 2 months ago

B for sure

upvoted 2 times

Raindrop79 2 years, 4 months ago

Pg 183 PMBOK 6th edn Define activities , the key benefit is to decompose work packages inti schedule activities

upvoted 1 times

Question #15 *Topic 1*

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

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

Assad1981 Most Recent 1 year, 10 months ago

B is best

upvoted 1 times

theplaceholder 2 years, 8 months ago

After the project has been greenlit but before the work is actually done -- planning phase.

upvoted 2 times

Question #16 *Topic 1*

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

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

CraigB83 Most Recent 2 years ago
WAIT god damn AI thats not right, it starts at week 6 and takes 5 weeks, thats 10 weeks not 11 Sorry!!
upvoted 2 times

CraigB83 2 years ago
11 weeks: Activity A starts and takes one week. Activity B starts at the same time as Activity A and takes three weeks. So, at the end of Week 3, both A and B are complete. Activity C follows A and B. Since A and B are complete at the end of Week 3, C starts in Week 4 and takes two weeks. So, at the end of Week 5, Activity C is complete. Activity D follows C. Since C is complete at the end of Week 5, D starts in Week 6 and takes five weeks. So, at the end of Week 11, Activity D is complete. Therefore, the total time to complete the project is 11 weeks.
upvoted 2 times

Raae 2 years, 8 months ago
C. Planning out the critical path is B>C>D for a total time of 10 weeks
upvoted 2 times

ChymKuBoy 2 years, 9 months ago
C for sure 5th week : A, B, C done
upvoted 1 times

Hungdv 2 years, 11 months ago
C The sum of the activity durations in the Critical Path is equal to the Project's Duration; therefore, a delay to any Critical Activity will result in a delay to the Project Completion Date.
upvoted 3 times

Question #17 *Topic 1*

Which is an example of analogous estimating?

A. Estimates are created by individuals or groups with specialized knowledge.

B. Estimates are created by using information about resources of previous similar projects.

C. Estimates are created by analyzing data.

D. Estimates are created at the task level and aggregated upwards.

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

Navz Highly Voted 2 years ago

Analogous estimating is a technique for estimating the duration or cost of an activity or a project using historical data from a similar activity or project page 200 PMBOK

upvoted 5 times

DelMario1 Most Recent 5 months ago

B sounds most accurate

upvoted 1 times

ChymKuBoy 1 year, 8 months ago

B for sure

upvoted 1 times

anfacer 2 years, 2 months ago

Analogous is based on past knowlege. A) is not fully correct- a specializaded knowledge does not imply cost knowlege (unless you are expert in a purchasing area)

upvoted 2 times

Question #18 *Topic 1*

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

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

theplaceholder Highly Voted 3 years, 8 months ago

this should hopefully be obvious

upvoted 8 times

emilianogalati Most Recent 1 year, 11 months ago

D This is due to the closest relationship a PM has with the team

upvoted 1 times

ChymKuBoy 3 years, 2 months ago

D for sure

upvoted 2 times

Question #19 *Topic 1*

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

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

ale1231 Highly Voted 3 years, 6 months ago

A. Lessons learned register

upvoted 6 times

Kushal02 Highly Voted 4 years, 3 months ago

Historical Information are stored in Lessons Learned Register

upvoted 6 times

ChymKuBoy Most Recent 1 year, 8 months ago

A for sure

upvoted 1 times

Question #20 *Topic 1*

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

A. Hierarchical

B. External

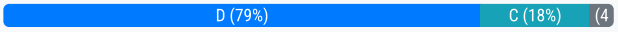
C. Formal

D. Official

Suggested Answer: *D*

Official Answer: D

Community vote distribution



DSOO Highly Voted 3 years, 4 months ago

D is the accurate answer. It's a poorly written question, asking for a KIND of communication. PMBOK 6th does not list KINDS. Instead it lists: DIMENSIONS (pg 361): internal, external, formal, informal, hierarchical focus, official, unofficial, written and oral METHODS (pg 374): interactive, push, pull APPROACHES (pg 374): interpersonal, small group, public, mass, network and social computing Based upon the choice of answers, its clear they are asking for a "dimension" of communication. The answer is not External communication *unless the government itself is a stakeholder*. From pg 361, 6th: "External: focus on external stakeholders such as customers, vendors, other projects, organizations, government, the public, and environmental advocates". The only other dimension that mentions government is "Official: annual reports, reports to regulators or government bodies". The accurate answer is (D) OFFICIAL. Whether the accurate answer is the correct answer depends on the test writers.

upvoted 12 times

UlrichIng 5 years, 10 months ago

D. Official

upvoted 8 times

UlrichIng Highly Voted 5 years, 10 months ago

D. OfficialOfficial: Annual reports; reports to regulators or government bodies.

upvoted 9 times

Priyanka11 3 years, 9 months ago

Official: Annual reports; reports to regulators or government bodies.

upvoted 2 times

JesseChou_123 Most Recent 1 year, 1 month ago

Key here is "government" which = official

upvoted 1 times

shubu2276 1 year, 10 months ago

D. Official When creating reports for government bodies, project managers should use official communication. Official communication is typically more formal, follows specific protocols, and adheres to the established standards and regulations of the government. It is important to convey information accurately, clearly, and in a manner that aligns with the official requirements and expectations of the government body. While formal communication is a general characteristic of official communication, the term "official" specifically emphasizes the authoritative and sanctioned nature of the communication when dealing with government entities.

upvoted 2 times

Cam77 3 years, 2 months ago

It's D, Official.

upvoted 2 times

ChymKuBoy 3 years, 2 months ago

From Bing. For creating reports for government bodies, it seems that a formal type of communication would be appropriate.

upvoted 1 times

k_I_N_G 3 years, 4 months ago

official is right

upvoted 1 times

Raindrop79 3 years, 4 months ago

Pg 361 PMBOK 6th Official. Annual reports; reports to regulators or government bodies

upvoted 3 times

Hungdv 3 years, 5 months ago

C is answer When creating reports for government bodies, the project manager should use formal communication. Formal communication is the official mode of communication in which information is documented and transmitted through prescribed channels. It is used to convey information to external stakeholders, such as government bodies, and requires careful attention to language and tone to ensure accuracy and professionalism.

upvoted 1 times

DJMCAPM 3 years, 6 months ago

C is correct. among the options, Formal communication is the only type of communication that includes official communication. official communication is NOT a communication type itself.According the PMBOK, none of the answers are communication *types* themselves. PMBOK lists all these possible answers as *dimensions* of communication.

upvoted 1 times

DJMCAPM 3 years, 6 months ago

C is correct. among the options, Formal communication is the only type of communication that includes official communication. official communication is NOT a communication type itself.

upvoted 1 times

DSOO 3 years, 4 months ago

According the PMBOK, none of the answers are communication *types* themselves. PMBOK lists all these possible answers as *dimensions* of communication.

upvoted 2 times

Sumbo 3 years, 6 months ago

it is Formal communication. As there are 5 types of communication: Interpersonal communication: This is the exchange of information between people, such as face-to-face conversations, phone calls, and video conferencing. Written communication: This includes emails, letters, memos, reports, and project documents. Formal communication: This is the official communication that follows established procedures and channels, such as project status reports and change requests. Informal communication: This is the spontaneous exchange of information that occurs within the project team, such as hallway conversations and impromptu meetings. Visual communication: This includes the use of diagrams, charts, graphs, and other visual aids to convey information.NO. First, the PMBOK 6th doesn't list "types" of communication. Interpersonal communication is an "approach". Written is a *dimension*. Formal and informal are *dimensions*. Second, The definition of formal does not mention government bodies. 2 dimensions mention government bodies: external and official. External communications mentions government but only in the role of stakeholder. If the government is not a stakeholder, the answer must be OFFICIAL.

upvoted 4 times

Sumbo 3 years, 6 months ago

Selected Answer: C

it is Formal communication. As there are 5 types of communication: Interpersonal communication: This is the exchange of information between people, such as face-to-face conversations, phone calls, and video conferencing.

Written communication: This includes emails, letters, memos, reports, and project documents.

Formal communication: This is the official communication that follows established procedures and channels, such as project status reports and change requests.

Informal communication: This is the spontaneous exchange of information that occurs within the project team, such as hallway conversations and impromptu meetings.

Visual communication: This includes the use of diagrams, charts, graphs, and other visual aids to convey information.

upvoted 4 times

DSOO 3 years, 3 months ago

NO. First, the PMBOK 6th doesn't list "types" of communication. Interpersonal communication is an "approach". Written is a *dimension*. Formal and informal are *dimensions*. Second, The definition of formal does not mention government bodies. 2 dimensions mention government bodies: external and official. External communications mentions government but only in the role of stakeholder. If the government is not a stakeholder, the answer must be OFFICIAL.

upvoted 2 times

anfacer 3 years, 8 months ago

The communication is both external and official. However in my opinion Official is more correct as we are sending a report. External would be if we are sending an acknowledge, anoucement or feedback for example Official: Annual reports, reports to regulators or goverment p361

upvoted 3 times

ld212903 3 years, 8 months ago

Selected Answer: D

D - the "official" definition in the PMBOK refers to government bodies (as referenced in the question). key word here is "bodies"

upvoted 2 times

ld212903 3 years, 8 months ago

D - the "official" definition in the PMBOK refers to government bodies (as referenced in the question). key word here is "bodies"and report

upvoted 2 times

anfacer 3 years, 8 months ago

and report

upvoted 1 times

theplaceholder 3 years, 8 months ago

Other exam dump sites have B as the answer -- see meg002's answer for a complete description from the PMI website

upvoted 1 times

meg002 3 years, 8 months ago

The answer is B. External communication refers to exchange of information between the organization and an entity or individual from outside the organization, for example the customers, clients, investors, suppliers, government bodies, society, and the general public

upvoted 2 times

Question #21 *Topic 1*

Which is the main benefit of managing and tailoring strategies in the Stakeholder Engagement process?

A. Increased support and minimized resistance from stakeholders

B. Increased performance of the project team

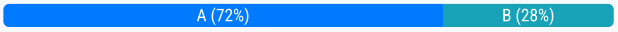
C. Maintenance of stakeholder satisfaction because costs and scope are under control

D. Updated project documents, as requested by stakeholders

Suggested Answer: *A*

Official Answer: A

Community vote distribution



Rocket20 Highly Voted 2 years, 1 month ago

A. See 13.3 Manage Stakeholder Engagement in the PMBOK The Key Benefit of this process is to allow the project manager to increase support and minimize resistance from stakeholders

upvoted 8 times

cultrpre Most Recent 5 months, 3 weeks ago

A 100%

upvoted 1 times

Akas2211 1 year, 8 months ago

A 100%

upvoted 2 times

theplaceholder 1 year, 12 months ago

100% A

upvoted 2 times

Cam77 2 years, 2 months ago

It's A for sure.

upvoted 3 times

Cam77 2 years, 2 months ago

A seems obvious to me.

upvoted 3 times

ChymKuBoy 2 years, 2 months ago

From Bing.

upvoted 2 times

CalvinthePM 2 years, 5 months ago

A. Stakeholder Engagement is about persuading stakeholders to support the project.incorrect

upvoted 4 times

CalvinthePM 2 years, 5 months ago

Selected Answer: B

A. Stakeholder Engagement is about persuading stakeholders to support the project.

upvoted 4 times

8a6d137_111 1 year, 3 months ago

incorrect

upvoted 1 times

Hungdv 2 years, 5 months ago

It should be A

upvoted 1 times

mlk1825 2 years, 6 months ago

PG. 523

upvoted 1 times

DJMCAPM 2 years, 6 months ago

A is correct

upvoted 1 times

anfacer 2 years, 8 months ago

Tailoring strategies comes from Montior Stakeholder Engagement and the benefits is increase efficiency and effectiveness. Then B should be correct

upvoted 1 times

UlrichIng 4 years, 9 months ago

C. Maintenance of stakeholder satisfaction because costs and scope are under control

upvoted 1 times

Question #22 *Topic 1*

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

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

cultrpre Most Recent 5 months, 3 weeks ago

The answer is A

upvoted 1 times

b0abefa 1 year, 4 months ago

The answer is A

upvoted 1 times

101bethie101 1 year, 7 months ago

Evaluate, not Acknowledge

upvoted 2 times

ChymKuBoy 1 year, 8 months ago

A for sure

upvoted 1 times

Question #23 *Topic 1*

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

Suggested Answer: *B*
Official Answer: B

Community vote distribution
B (100%)

Pradnyasachin Highly Voted 1 year, 8 months ago
Work Packages are smallest part of Project scope.
upvoted 5 times

cultrpre Most Recent 6 months, 2 weeks ago
Seems most logical. B
upvoted 1 times

DelMario1 10 months, 4 weeks ago
Seems most logical. B
upvoted 1 times

ChymKuBoy 2 years, 2 months ago
B for sure
upvoted 1 times

Hungdv 2 years, 5 months ago
Answer is B
upvoted 1 times

meg002 2 years, 8 months ago
The answer is B. The main benefit of work packages is that as part of a work breakdown structure, they break down larger projects into more manageable work.
upvoted 4 times

Question #24 *Topic 1*

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

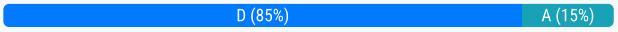
C. Expert judgment, data gathering, scope statement, schedule baseline, and meetings

D. Expert judgment, data gathering, interpersonal and team skills, and meetings

Suggested Answer: *D*

Official Answer: D

Community vote distribution



cultrpre Most Recent 5 months, 3 weeks ago

it is d

upvoted 1 times

JesseChou_123 1 year, 1 month ago

Why the other options are incorrect: A. Includes the scope statement, which is an output of Define Scope, not an input/tool for the charter. B. Mentions lessons learned database and cost baseline – these are not tools/techniques used when developing the project charter. C. Includes scope statement and schedule baseline, which are outputs of later planning processes.

upvoted 1 times

ASCAPM 1 year, 11 months ago

D. Expert judgment, data gathering, interpersonal and team skills, and meetings The others options include Scope Baseline, Schedule Baseline or the Cost Baseline that are Outputs or Inputs not Tools and Techniques

upvoted 2 times

Cam77 2 years, 2 months ago

D is correct. Ignore Ibrahim

upvoted 1 times

ChymKuBoy 2 years, 2 months ago

D for sure. Expert judgment, data gathering, interpersonal and team skills, and meetings.

upvoted 2 times

Ibrahim_M 2 years, 3 months ago

Option D includes expert judgment, data gathering, interpersonal and team skills, and meetings, which are all important tools and techniques in developing a project charter. However, it does not include the scope statement, which is necessary for defining the project's objectives, goals, and boundaries. Therefore, option A is the correct answer as it includes all the necessary elements for developing a comprehensive project charter.They are asking for tools and techniques and the scope statement is an input, not a tool and technique

upvoted 1 times

Ibrahim_M 2 years, 3 months ago

Selected Answer: A

Option D includes expert judgment, data gathering, interpersonal and team skills, and meetings, which are all important tools and techniques in developing a project charter. However, it does not include the scope statement, which is necessary for defining the project's objectives, goals, and boundaries. Therefore, option A is the correct answer as it includes all the necessary elements for developing a comprehensive project charter.

upvoted 1 times

AKCrause 2 years, 3 months ago

They are asking for tools and techniques and the scope statement is an input, not a tool and technique

upvoted 4 times

Ibrahim_M 2 years, 3 months ago

aNSWER SHOULD BE OPTION A

upvoted 1 times

anfacer 2 years, 8 months ago

D, all other options requires baselines which are not created by then

upvoted 4 times

UlrichIng 4 years, 10 months ago

4.1 DEVELOP PROJECT CHARTER D. Expert judgment, data gathering, interpersonal and team skills, and meetings

upvoted 3 times

Question #25 *Topic 1*

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

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

cultrpre Most Recent 5 months, 3 weeks ago

It is a

upvoted 1 times

JesseChou_123 1 year, 1 month ago

Why the other options are not the best answer: B. Assess the risk exposure for each stakeholder – While understanding stakeholder interests can help identify project risks, this is not the primary benefit of stakeholder identification. C. Map stakeholder power and influence grid – This is a technique used after stakeholders are identified, typically in stakeholder analysis, not during the identification step. D. Identify the appropriate channels of communication with all stakeholders – This happens later in communication planning, based on the stakeholder engagement strategy.

upvoted 1 times

Shanu_23 1 year, 8 months ago

A IS CORRECT

upvoted 1 times

Question #26 *Topic 1*

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

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

cultrpre Most Recent 5 months, 3 weeks ago
C is answer
upvoted 1 times

HPouria 1 year, 10 months ago
validate scope or control quality , which one ?
upvoted 1 times

pahkhu 2 years, 1 month ago
Quality determines verified deliverables
upvoted 1 times

ChymKuBoy 2 years, 2 months ago
C for sure
upvoted 1 times

Hungdv 2 years, 5 months ago
C is answer
upvoted 2 times

DJMCAPM 2 years, 6 months ago
this is scope validation. the answer is A
upvoted 3 times

me22 2 years, 7 months ago
pg 163...Validate Scope (6th ed.) "verified deliverables"
upvoted 3 times

anfacer 2 years, 8 months ago
After a deliverable the project team verify compliance. If pass then is the customer who should accept it. Deliberable->Verified Deliberable->Accepted Deliverable
upvoted 2 times

meg002 2 years, 8 months ago
Correct answer is C. Verified Deliverables and Validated Changes Two important outputs of the Control Quality process are Verified Deliverables and Validated changes. And after going through this article you will understand why we cover them together. As soon as a Deliverable of the project is ready, the project team inspects it to find any defects.
upvoted 1 times

Olamipo 4 years, 4 months ago
Control Quality, page 298 6th edition
upvoted 2 times

UlrichIng 4 years, 10 months ago
validate scope
upvoted 1 times

Question #27 *Topic 1*

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

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

cultrpre Most Recent 5 months, 3 weeks ago

It is c

upvoted 1 times

zbekcapm 2 years, 2 months ago

I agree that it is C, but Communication skills are very much necessary for PM's

upvoted 1 times

ChymKuBoy 2 years, 2 months ago

C for sure

upvoted 1 times

Ibrahim_M 2 years, 3 months ago

Option B is not the correct answer as PMP certification and post-graduate education are valuable BUT are not the most important competencies required for a project manager.

upvoted 1 times

UlrichIng 4 years, 10 months ago

Page 52 of 6th edition The project manager is not expected to perform every role on the project, but should possess project management knowledge, technical knowledge, understanding, and experience. The project manager provides the project team with leadership, planning, and coordination through communications. The project manager provides written communications (e.g., documented plans and schedules) and communicates in real time with the team using meetings and verbal or nonverbal cues.

upvoted 2 times

Question #28 *Topic 1*

Which is the correct hierarchy in a project environment, from most to least inclusive?

A. Projects, portfolios, then programs

B. Portfolios, programs, then projects

C. Portfolios, projects, then programs

D. Projects, programs, then portfolios

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

cultrpre Most Recent 5 months, 3 weeks ago

B is correct

upvoted 1 times

ShiroAmachi 11 months, 2 weeks ago

B is correct

upvoted 1 times

ChymKuBoy 1 year, 8 months ago

It should be B

upvoted 1 times

Navz 2 years, 1 month ago

B is the correct answer

upvoted 3 times

Question #29 *Topic 1*

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

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (92%) B (8%)

ld212903 Highly Voted 3 years, 8 months ago
C Compromise/reconcile. Searching for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict. This approach occasionally results in a lose-lose situation. Smooth/accommodate: Emphasizing areas of agreement rather than areas of difference
upvoted 13 times

Kanabi Highly Voted 3 years, 7 months ago
exact wording: Compromise/reconcile. Searching for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict. This approach occasionally results in a lose-lose situation.
upvoted 8 times

cultrpre Most Recent 5 months, 3 weeks ago
c is correct
upvoted 1 times

Andrew_1980 2 years, 1 month ago
B should be right as it is a temporary solution with partial satisfaction to all
upvoted 1 times

Erry12 2 years, 2 months ago
Pag 349, Compromise/reconcile technique explanation
upvoted 1 times

Akas2211 2 years, 8 months ago
C 100%
upvoted 1 times

Ajilox5 3 years, 1 month ago
C should be correct
upvoted 1 times

Skelehosea 3 years, 1 month ago
B is the correct answer, smoothing provides a temporary solution.
upvoted 1 times

Cam77 3 years, 2 months ago
Everyone agrees it's C.
upvoted 1 times

zbekcapm 3 years, 2 months ago
Compromise
upvoted 1 times

Raae 3 years, 2 months ago
Compromise/Reconcile Both parties don't get a complete resolution and the solution is not permanent
upvoted 2 times

ChymKuBoy 3 years, 2 months ago

C for sure

upvoted 1 times

Ibrahim_M 3 years, 3 months ago

The technique that the project manager should use in this case is B. Smooth/Accommodate. This technique involves playing down differences while emphasizing common interests. The project manager should aim to create a temporary or partial solution to the conflict that satisfies all parties to some degree. This approach may be appropriate when the issue at hand is not critical and when there are time constraints.

upvoted 2 times

k_I_N_G 3 years, 4 months ago

RIGHT ONE

upvoted 2 times

Hicks_747 3 years, 4 months ago

The Answer provided is wrong. The correct answer is C. Compromise/Smoothing. Check PMBOK 6th Edition, pg 349.

upvoted 1 times

CalvinthePM 3 years, 5 months ago

Smooth/accommodate. Emphasizing areas of agreement rather than areas of difference; conceding one's position to the needs of others to maintain harmony and relationships. Compromise/reconcile. Searching for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict. This approach occasionally results in a lose-lose situation.

upvoted 2 times

Peri_ 3 years, 7 months ago

C pmbok 9.5.2.1

upvoted 2 times

Question #30 *Topic 1*

Which process determines the correctness of deliverables?

A. Verify Deliverables

B. Validate Deliverables

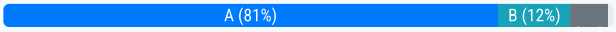
C. Review Deliverables

D. Analyze Deliverables

Suggested Answer: *A*

Official Answer: A

Community vote distribution



me22 Highly Voted 3 years, 9 months ago

Verified Deliverables:- The goal of the control quality process is to determine the correctness of the deliverables, with "correctness" meaning whether they conform or not to the requirements set out at the beginning of the project. Therefore, A would be the best choice; see Control Quality: Outputs.

upvoted 9 times

cultrpre Most Recent 5 months, 3 weeks ago

A is the correct answer

upvoted 1 times

bernice0822 1 year, 1 month ago

Explanation (based on CAPM / PMBOK Guide principles): Validate Deliverables is not a PMBOK process name — the correct term is Validate Scope. But based on the intent of the question — determining correctness and acceptance of deliverables — the answer that aligns with PMBOK terminology is: □ B. Validate Deliverables — interpreted to mean Validate Scope, which is the process of formalizing acceptance of the completed project deliverables.

upvoted 2 times

DEBRA26Solman 1 year, 10 months ago

C. Review Deliverables, or more specifically, Control Quality. Control Quality : This process focuses on evaluating the project's deliverables and work to ensure they fulfill the quality requirements specified for them. It involves using inspection techniques to measure and test deliverables against pre-defined standards and criteria. If the deliverables are found to align with these standards, they are considered verified deliverables. The goal of the Control Quality process is to ensure the project outputs are complete, correct, and meet customer expectations. The Control Quality process is about

upvoted 1 times

Erry12 2 years, 2 months ago

In Glossary, pag 725 6th edition, it reports definition of verified deliverables, so A is the correct answer

upvoted 2 times

Buffettf 2 years, 9 months ago

4.12 Validate Requirements BA Practitioners Guide

upvoted 1 times

ChymKuBoy 3 years, 2 months ago

A for sure

upvoted 2 times

adingmaki 3 years, 3 months ago

Verified Deliverables is an output. Not a process. But I'm going with it. Other choices are just ..wrong..

upvoted 2 times

k_I_N_G 3 years, 4 months ago

validate scope is process .. not deliverable

upvoted 2 times

DJMCAPM 3 years, 6 months ago

A is the correct answer

upvoted 2 times

MV87 3 years, 8 months ago

Verified Deliverables

upvoted 4 times

Jay17071983 3 years, 8 months ago

Correct Process name is Validate Scope

upvoted 1 times

Gab2308 3 years, 8 months ago

The answer is A

upvoted 2 times

claudiapatricia777 3 years, 9 months ago

Verified Deliverables

upvoted 4 times

Question #31 *Topic 1*

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

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Key here is "tailoring" which = unique

upvoted 1 times

wineo38 2 years ago

Unique is the key

upvoted 1 times

Rocket20 2 years, 1 month ago

B. Every project is UNIQUE

upvoted 1 times

Navz 2 years, 7 months ago

Key word - Unique

upvoted 2 times

Question #32 *Topic 1*

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

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

ChymKuBoy Most Recent 1 year, 8 months ago

C for sure

upvoted 2 times

Hosy2 1 year, 9 months ago

C is the correct answer

upvoted 1 times

ale1231 3 years, 6 months ago

C. External enterprise environmental factor

upvoted 4 times

Wenwz 3 years, 9 months ago

should be C REF: https://pmstudycircle.com/2012/01/enterprise-environmental-factors-organizational-process-assets/

upvoted 2 times

Question #33 *Topic 1*

Which of the following documents are created as part of Project Integration Management?

A. Project charter and project management plan

B. Communications management plan and scope management plan

C. Quality management plan and risk management plan

D. Project scope statement and communications management plan

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

theplaceholder Most Recent 2 years ago

Correct

upvoted 1 times

Rocket20 2 years, 1 month ago

A. Project Charter is developed in integration See PMBOK chapter 4. 4.1 Develop Project Charter 4.2 Develop Project Management Plan Answer is A

upvoted 1 times

Question #34 *Topic 1*

A project manager is working on an estimate. The project team is estimating each work package and then finding the total of all the work packages.
Which technique is the project manager using?

A. Three-point estimating

B. Parametric estimating

C. Bottom-up estimating

D. Data analysis

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

Raindrop79 Highly Voted 2 years, 4 months ago
Pg 244 PMBOK 6th Bottom-up estimating is a method of estimating a component of work. The cost of individual work packages or activities is estimated to the greatest level of specified detail. The detailed cost is then summarized or "rolled up" to higher levels for subsequent reporting and tracking purposes.
upvoted 7 times

Pradnyasachin Most Recent 1 year, 8 months ago
Bottom-up estimating involves estimating the individual components or work packages of a project separately and then aggregating these estimates to calculate the total project estimate. It offers a more detailed and accurate estimation by breaking down the project into smaller, more manageable parts, and then summing up these estimates to derive the total.
upvoted 2 times

Magdgreat 1 year, 10 months ago
c, bottom up Estimate
upvoted 1 times

Hungdv 2 years, 5 months ago
C is answer
upvoted 2 times

Question #35 *Topic 1*

A project manager is updating their CV or resume and realizes that they need to improve skills related to expertise in the industry and organizational knowledge.
Which dimension of PMI's Talent Triangle best relates to this need to improve?

A. Strategic and business management skills

B. Leadership skills

C. Technical project management

D. Organizational management

Suggested Answer: *A*
Official Answer: A

Community vote distribution
A (100%)

Hungdv Highly Voted 1 year, 11 months ago
A is answer Technical project management: The knowledge, skills, and behaviours related to specific domains of the project, program, and portfolio management. The technical aspects of performing one's role. Leadership: The knowledge, skills, and behaviours needed to guide, motivate, and direct a team, to help an organization achieve its business goals. Strategic and business management: The knowledge of and expertise in the industry and organization that enhanced performance and better delivers business outcomes.
upvoted 6 times

Ibrahim_M Highly Voted 1 year, 9 months ago
The correct answer is A. Strategic and business management skills. The Talent Triangle is a framework developed by PMI that defines the three competencies that a project manager should possess. These competencies are technical project management, leadership, and strategic and business management skills.
upvoted 5 times

JesseChou_123 Most Recent 1 year, 3 months ago
The PMI Talent Triangle dimension that best relates to a project manager's need to improve industry expertise and organizational knowledge is Business Acumen (formerly Strategic and Business Management).
upvoted 1 times

ChymKuBoy 1 year, 8 months ago
A for sure
upvoted 1 times

DJMCAPM 2 years ago
the correct answer is C
upvoted 1 times

Question #36 *Topic 1*

Which project documents can determine the budget?

A. Procurement documents, contracts, requirements documentation, and basis of estimates

B. Basis of estimates, cost estimates, project schedule, and risk register

C. Business case, project charter, statement of work, and cost estimates

D. Scope baseline, resource management plan, activity list, and assumption log

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Why the other options are incorrect or incomplete: A. Procurement documents and contracts are relevant for cost control and procurement management, but not primary documents for determining the full project budget. C. Business case and project charter are initiating phase documents – they provide high-level financial info but not the detailed data needed for budgeting. D. Scope baseline and activity list are important in cost estimation, but do not directly determine the budget without cost-related data like estimates or risk factors.

upvoted 1 times

ChymKuBoy 1 year, 8 months ago

B for sure

upvoted 1 times

Ibrahim_M 1 year, 9 months ago

The correct option is B. Basis of estimates, cost estimates, project schedule, and risk register can help to determine the budget for the project.

upvoted 2 times

Question #37 *Topic 1*

When managing costs in an agile environment, what should a project manager consider?

A. Lightweight estimation methods can be used as changes arise

B. Agile environments make cost aggregation more difficult

C. Agile environments make projects more costly and uncertain

D. Detailed cost calculations benefit from frequent changes

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

When it comes to phrases such as "costs" and / or "agile" is always = lightweight

upvoted 1 times

101bethie101 1 year, 7 months ago

Lightweight estimation such as Analogues, Affinity, & Three point can help estimate in an agile system where changes are frequent and exacts may not be needed if scope changes frequently

upvoted 1 times

d6bmg 2 years, 1 month ago

A is correct

upvoted 1 times

Hungdv 2 years, 5 months ago

It should be DSorry A

upvoted 1 times

Hungdv 2 years, 5 months ago

It should be D

upvoted 1 times

Hungdv 2 years, 5 months ago

Sorry A

upvoted 3 times

Question #38 *Topic 1*

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

Suggested Answer: *B*
Official Answer: B

Community vote distribution
B (83%) C (17%)

emilianogalati 2 years ago
Chap. 10.3 Monitor communications. pg. 388
upvoted 3 times

jesslhong 2 years, 3 months ago
I think A should be the answer - key word being "evaluate" since it's about monitoring. A is broad enough to include the management processes of B & C. Chat GPT also says A.
upvoted 1 times

jesslhong 2 years, 3 months ago
I think A should be the answer - key word being "evaluate" since it's about monitoring. A is broad enough to include the management processes of B & C. Chat GPT also says A.if you push ChatGPT further on this: The correct answer in the context of the PMBOK Guide for the Monitor Communications process is: B. Ensures that the information needs of the project and the stakeholders are met. The Monitor Communications process is primarily concerned with overseeing and ensuring that the information needs of the project and its stakeholders are being addressed. This involves monitoring communication performance, understanding stakeholder communications requirements, and making adjustments to the communication plan as needed to meet those requirements.Correct Answer is A The Monitor Communications process is part of the Monitoring and Controlling Process Group in Project Communications Management. This process ensures that the information needs of the project and its stakeholders are being met effectively. It involves tracking and reviewing project communications to ensure that the communication plan is being followed and that stakeholders are receiving the necessary information.Sorry.. I meant B.. as you can see this process ENSURES THAT THE INFORMATION NEEDS OF THE PROJECT AND ITS STAKEHOLDERS ARE MET. Evaluating the differences between the communication plan and the actual communications is what you DO, but the final purpose is not to compare but to ensure
upvoted 1 times

CraigB83 2 years ago
if you push ChatGPT further on this: The correct answer in the context of the PMBOK Guide for the Monitor Communications process is: B. Ensures that the information needs of the project and the stakeholders are met. The Monitor Communications process is primarily concerned with overseeing and ensuring that the information needs of the project and its stakeholders are being addressed. This involves monitoring communication performance, understanding stakeholder communications requirements, and making adjustments to the communication plan as needed to meet those requirements.Correct Answer is A The Monitor Communications process is part of the Monitoring and Controlling Process Group in Project Communications Management. This process ensures that the information needs of the project and its stakeholders are being met effectively. It involves tracking and reviewing project communications to ensure that the communication plan is being followed and that stakeholders are receiving the necessary information.Sorry.. I meant B.. as you can see this process ENSURES THAT THE INFORMATION NEEDS OF THE PROJECT AND ITS STAKEHOLDERS ARE MET. Evaluating the differences between the communication plan and the actual communications is what you DO, but the final purpose is not to compare but to ensure
upvoted 2 times

CraigB83 2 years ago
if you push ChatGPT further on this:

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upvoted 2 times

Dken 1 year, 7 months ago

Correct Answer is A The Monitor Communications process is part of the Monitoring and Controlling Process Group in Project Communications Management. This process ensures that the information needs of the project and its stakeholders are being met effectively. It involves tracking and reviewing project communications to ensure that the communication plan is being followed and that stakeholders are receiving the necessary information.

upvoted 1 times

Dken 1 year, 7 months ago

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upvoted 1 times

Dken 1 year, 7 months ago

Sorry.. I meant B.. as you can see this process ENSURES THAT THE INFORMATION NEEDS OF THE PROJECT AND ITS STAKEHOLDERS ARE MET. Evaluating the differences between the communication plan and the actual communications is what you DO, but the final purpose is not to compare but to ensure

upvoted 1 times

MJVIS 2 years, 6 months ago

Why not C?You can created collect, and distribute in a timely and appropriate manner that does not mean you are complying with the Communication Plan, just that the communications sent are correct.

upvoted 1 times

MJVIS 2 years, 6 months ago

Selected Answer: C

Why not C?

upvoted 1 times

Dken Most Recent 1 year, 7 months ago

You can created collect, and distribute in a timely and appropriate manner that does not mean you are complying with the Communication Plan, just that the communications sent are correct.

upvoted 2 times

garlicbread 2 years, 7 months ago

why isn't it A?

upvoted 2 times

ChymKuBoy 2 years, 8 months ago

B for sure

upvoted 2 times

ale1231 4 years, 6 months ago

B. Ensures that the information needs of the project and the stakeholders are met

upvoted 2 times

Question #39 *Topic 1*

Which tasks should a project manager accomplish in order to manage project scope correctly?

A. Define, Validate, and Control Scope; Control Schedule; Control Costs and Manage Stakeholder Engagement.

B. Collect Requirements, Define Scope, Create WBS, Develop Schedule, and Manage Stakeholder Engagement.

C. Plan Scope Management; Collect Requirements; Define, Validate, and Control Scope; and Create WBS.

D. Define, Validate, and Control Scope; Control Costs; Manage Stakeholder Engagement; and keep budget under control.

Suggested Answer: *C*

Official Answer: C

Community vote distribution



JesseChou_123 Most Recent 1 year, 3 months ago

This is for scope thus no need for "Manage Stakeholder Engagement", thus C.

upvoted 1 times

emilianogalati 2 years ago

Chapter 5, pg. 129

upvoted 1 times

DJCW 2 years, 10 months ago

Key is creating WBS

upvoted 1 times

Navz 3 years ago

key word is Define

upvoted 1 times

ale1231 4 years, 6 months ago

C. Plan Scope Management; Collect Requirements; Define, Validate, and Control Scope; and Create WBS.

upvoted 3 times

Kushal02 5 years, 3 months ago

C, it is as per the Project Scope Management Process in PMBOK 6th edition

upvoted 4 times

Question #40 *Topic 1*

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

Suggested Answer: *A*
Official Answer: A

Community vote distribution
A (100%)

ChymKuBoy Most Recent 1 year, 8 months ago
A for sure
upvoted 1 times

UlrichIng 4 years, 4 months ago
A. Use a lightweight cost estimation due to the nature of agile projects
upvoted 3 times

Question #41 *Topic 1*

Which of the following lists represents the outputs of the Monitor Communications process?

A. Project communications, project management plan updates, project documents updates, and organizational process assets updates

B. Work performance information, change requests, project management plan updates, and project documents updates

C. Communications management plan, project management plan updates, work performance report, and project documents update

D. Stakeholder engagement plan, change requests, project management plan updates, and project documents updates

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

MFrankieG2022 Highly Voted 3 years, 1 month ago

Key here is work performance information..

upvoted 7 times

emilianogalati Most Recent 2 years ago

Chapter 10.3, pg. 392/393

upvoted 1 times

Question #42 *Topic 1*

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

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

JesseChou_123 Most Recent 1 year, 3 months ago

Analogous estimation is a project management technique where you estimate the cost or duration of a new project by comparing it to similar past projects. It's a top-down approach, meaning you get a broad estimate first and then refine it later. The accuracy of this method depends on how closely the new project resembles the past one.

upvoted 1 times

Question #43 *Topic 1*

Which are inputs for the Plan Quality Management process?

A. Quality metrics, project documents, and financial performance

B. Quality management plan, project documents, and quality metrics

C. Project management plan, project documents, and organizational process assets

D. Project management plan, quality metrics, and project documents

Suggested Answer: *C*

Official Answer: C

Community vote distribution



Hungdv Highly Voted 2 years, 11 months ago

C Keyword is OPA

upvoted 6 times

JesseChou_123 Most Recent 1 year, 3 months ago

The main inputs for the Plan Quality Management process are: the Project Management Plan, project documents (including the Risk Register), Organizational Process Assets (OPAs), and Enterprise Environmental Factors (EEFs).

upvoted 1 times

emilianogalati 2 years ago

C for sure

upvoted 1 times

Rocket20 2 years, 7 months ago

Selected Answer: C

C. See page 314 in PMBOK 8.1 outputs

upvoted 1 times

Rocket20 2 years, 7 months ago

C. See page 314 in PMBOK 8.1 outputsTypo - see inputs PMBOK 8.1 pg 314

upvoted 1 times

Rocket20 2 years, 7 months ago

Typo - see inputs PMBOK 8.1 pg 314

upvoted 1 times

Cam77 2 years, 8 months ago

Correct answer is C.

upvoted 1 times

PAMMA 2 years, 8 months ago

Quality matric is output for plan quality man, can neglect some options that way

upvoted 2 times

eminema07 2 years, 9 months ago

PMBOK 6th page 314

upvoted 1 times

pbbade 2 years, 10 months ago

is the right answer

upvoted 2 times

CalvinthePM 2 years, 11 months ago

My vote is B. 8.1 the outpout is Project Management Plan "updates". You already have the plan. But you also get Quality management Plan, Quality Metrics, and Project documents (B).Quality management Plan is an output so it cant be B.

upvoted 1 times

CalvinthePM 2 years, 11 months ago

Selected Answer: B

My vote is B. 8.1 the outpout is Project Management Plan "updates". You already have the plan. But you also get Quality management Plan, Quality Metrics, and Project documents (B).

upvoted 1 times

ChaosYang 2 years, 11 months ago

Quality management Plan is an output so it cant be B.

upvoted 3 times

Question #44 *Topic 1*

What should the project manager use to evaluate the politics and power structure among stakeholders inside and outside of the organization?

A. Expert judgment

B. Interpersonal skills

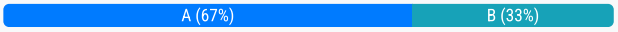
C. Team agreements

D. Communication skills

Suggested Answer: *A*

Official Answer: A

Community vote distribution



Gzeus Highly Voted 3 years, 11 months ago

10.1.2.1 6th ed.

upvoted 9 times

meg002 Highly Voted 3 years, 8 months ago

The answer is A. Expert Judgment is a term that refers a specifically to a technique in which judgment is made based upon a specific set of criteria and/or expertise that has been acquired in a specific knowledge area, or product area, a particular discipline, an industry, etc.

upvoted 6 times

JesseChou_123 Most Recent 1 year, 1 month ago

Why the other options are not the best fit: B. Interpersonal skills – Useful for managing relationships but not primarily for evaluating power and politics. C. Team agreements – These define how the team collaborates, not how power structures are assessed. D. Communication skills – Important for interacting with stakeholders but not a tool for evaluating their influence or political positioning.

upvoted 1 times

Erry12 2 years, 1 month ago

The answer is at pag 369 of 6th ed. Tools and techniques of plan communication management

upvoted 1 times

emilianogalati 2 years, 6 months ago

Expert judgment. See pg. 369

upvoted 1 times

Pradnyasachin 2 years, 8 months ago

Interpersonal skills encompass the ability to understand, communicate effectively, and navigate relationships and dynamics between various stakeholders. Understanding power structures, politics, and the relationships among stakeholders often requires a high level of interpersonal skill to interpret and manage these complex interactions within and outside the project environment.

upvoted 1 times

Akas2211 2 years, 8 months ago

A 100%

upvoted 1 times

Rocket20 3 years, 1 month ago

Selected Answer: A

Expert Judgement

upvoted 1 times

Rocket20 3 years, 1 month ago

Expert JudgementSee page 406 6th ed 10.1.2.1 Expert Judgment first diamond point

upvoted 1 times

Rocket20 3 years, 1 month ago

See page 406 6th ed 10.1.2.1 Expert Judgment first diamond point

upvoted 1 times

lauracecilia 3 years, 1 month ago

10.1.2.6. Comunication skills Political consciousness: understand the organization's strategies, know who wields power, and influence in this area, and developing the ability to communicate with these stakeholders, are all aspects What do they do to political consciousness.

upvoted 1 times

Cam77 3 years, 2 months ago

What a mess... I vote B. Just makes intuitive sense. There is no official expert regarding office politics. You discretely ask around among close colleagues that you trust.

upvoted 2 times

adingmaki 3 years, 3 months ago

EXPERT Judgement Imagine using your communication skills and team skills to meet with someone and ask office politics. LOL. Just common sense. Also, it's in the book. Read the PMBOK

upvoted 3 times

Ibrahim_M 3 years, 3 months ago

The correct answer is A (Expert judgment). Reference from PMBOK 6th edition, page 562: "Expert judgment is often used to assess the power and interest of stakeholders in order to understand the political and organizational landscape."

upvoted 3 times

AyandaCAPM 3 years, 4 months ago

The answer should be B, Communication skills is a byproduct of Interpersonal and team skills.

upvoted 2 times

Jerin33063 3 years, 8 months ago

EXPERT JUDGMENT(INSIDE AND OUTSIDE ORGANIZATION(STAKEHOLDER)) 13.3.2.1

upvoted 3 times

Gab2308 3 years, 8 months ago

first point in section 10.1.2.1 6th edition

upvoted 1 times

claudiapatricia777 3 years, 9 months ago

Interpersonal and Team Skills: Political Awareness 13.4

upvoted 5 times

Gzeus 3 years, 11 months ago

evaluate

upvoted 2 times

Question #45 *Topic 1*

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

Suggested Answer: *B*

Official Answer: B

Community vote distribution



sweety433 Most Recent 1 year, 11 months ago

TM+T0+TP/3 - 45/3 = 15 days

upvoted 1 times

sweety433 1 year, 11 months ago

TM+T0+TP/3 - 45/3 = 15 daysTM+T0+TP/3 = 45/3 = 15 days

upvoted 1 times

sweety433 1 year, 11 months ago

TM+T0+TP/3 = 45/3 = 15 days

upvoted 1 times

EmRH 3 years, 1 month ago

Why is the answer 15, not 12.5? I thought the triangulation technique is to add all three together, then divide by three.

upvoted 2 times

ChymKuBoy 3 years, 2 months ago

B for sure

upvoted 1 times

UlrichIng 5 years, 10 months ago

Page 201 of 6th Edition of PMBOK Depending on the assumed distribution of values within the range of the three estimates, the expected duration, tE, can be calculated. One commonly used formula is triangular distribution: tE = (tO + tM + tP) / 3. So the answer is B. 15 Days

upvoted 4 times

nickname12 5 years, 11 months ago

This should be 12.5 E = (O + P + ML)/3

upvoted 2 times

nickname12 5 years, 11 months ago

This should be 12.5 E = (O + P + ML)/3Sorry 15, not 12.5

upvoted 2 times

nickname12 5 years, 11 months ago

Sorry 15, not 12.5

upvoted 3 times

Question #46 *Topic 1*

Which is a major component of an agreement?

A. Change request handling

B. Risk register templates

C. Lessons learned register

D. Procurement management plan

Suggested Answer: *A*

Official Answer: A

Community vote distribution



wencai002 Highly Voted 5 years ago

A P489 2nd to the last

upvoted 10 times

Haq47 Most Recent 1 year, 9 months ago

A major component of an agreement is the **Procurement Management Plan**. - **Procurement Management Plan**: This plan outlines how the procurement processes will be managed from developing procurement documentation through contract closure. It includes details on how procurement will be planned, executed, and controlled. It is essential for ensuring that all procurement activities are aligned with the project's objectives and requirements. In summary, the Procurement Management Plan is a critical element of an agreement as it ensures that all procurement activities are systematically managed and aligned with the project's goals. This helps in maintaining clarity and consistency throughout the procurement process.

upvoted 1 times

Erry12 2 years, 1 month ago

Pag 489

upvoted 2 times

emilianogalati 2 years, 6 months ago

Chap. 12, pg. 489

upvoted 2 times

Pradnyasachin 2 years, 8 months ago

When establishing agreements or contracts within a project, the handling of change requests is a crucial element. It defines the process, terms, and conditions under which changes to the project scope, deliverables, or other aspects can be proposed, evaluated, approved, and implemented.

upvoted 2 times

Pradnyasachin 2 years, 8 months ago

Agreements typically involve provisions for managing changes to the original terms, conditions, or scope outlined in the agreement. Change request handling details the process for initiating, reviewing, approving, and implementing changes within the agreed-upon framework. This component ensures that any modifications to the agreement are properly managed and documented throughout the project lifecycle.

upvoted 1 times

Akas2211 2 years, 8 months ago

D 100%

upvoted 1 times

Rocket20 3 years, 1 month ago

SEE pg 526 12.2.3.2 Agreements - second to the last diamond point

upvoted 1 times

benjamin2023 3 years, 1 month ago

I don't understand why A is the answer. Change request is not a component of Agreement, but it is its own separate output. 12.2.3.3 CHANGE REQUESTS

upvoted 2 times

Navz 3 years, 6 months ago

(A) Change request handling pg 489

upvoted 2 times

Question #47 *Topic 1*

Which statement is related to the project manager's sphere of influence at the organizational level?

A. A project manager interacts with other project managers to detect common interests and impacts their projects.

B. A project manager facilitates communication between the suppliers and contractors on the project.

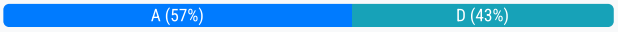
C. A project manager considers the current industry trends and evaluates how they can impact or be applied to the project.

D. A project manager may inform other professionals about the value of project management.

Suggested Answer: *D*

Official Answer: D

Community vote distribution



Navz Highly Voted 3 years, 6 months ago

A Page 54 Interacting with other project managers helps to create a positive influence for fulfilling the various needs of the project. These needs may be in the form of human, technical, or financial resources and deliverables required by the team for project completion. The project manager seeks ways to develop relationships that assist the team in achieving the goals and objectives of the project.

upvoted 11 times

Tadpole1 Highly Voted 3 years, 2 months ago

The statement that is related to the project manager's sphere of influence at the organizational level is: D. A project manager may inform other professionals about the value of project management. The project manager has the opportunity to influence and educate other professionals within the organization about the importance and value of project management. By promoting the benefits of effective project management practices, the project manager can help create a culture of project management awareness and understanding within the organization. While options A, B, and C are important activities for a project manager, they are more focused on specific project-related interactions and considerations rather than the broader organizational level influence described in option D.

upvoted 6 times

JesseChou_123 Most Recent 1 year, 3 months ago

A statement related to the project manager's sphere of influence at the organizational level is: "A project manager interacts with other project managers to detect common interests and impacts their projects"; essentially, navigating and coordinating projects within the broader organizational context to minimize conflicts and optimize resource allocation.

upvoted 1 times

b0abefa 1 year, 4 months ago

The answer is A

upvoted 2 times

Erry12 2 years, 1 month ago

Pag 54 6th edition cap 2

upvoted 2 times

GoldenRetriever 2 years, 2 months ago

Answer is A ... based on question 188 solution. Advocate the projects value in interactions with other project managers to effectively gain the required resources and funding.

upvoted 2 times

emilianogalati 2 years, 6 months ago

Chap. 3; pg. 54

upvoted 2 times

Pradnyasachin 2 years, 8 months ago

This statement highlights the interconnection between different projects within the organization and how the project manager's interactions with other project managers can influence shared interests and impact their respective projects.

upvoted 2 times

Pradnyasachin 2 years, 8 months ago

A project manager often acts as an advocate for project management practices within an organization. By informing and educating other professionals about the benefits and value of effective project management, the project manager can influence how projects are perceived and

managed across the organization. This role extends the understanding and importance of project management principles to a broader audience within the organization.

upvoted 2 times

DHKaze 2 years, 8 months ago

PMBOK 3.3.3 explains the PM sphere of influence within the organization.

upvoted 2 times

Akas2211 2 years, 8 months ago

D 100%

upvoted 2 times

garlicbread 3 years, 1 month ago

The project manager has the opportunity to influence and educate other professionals within the organization about the importance and value of project management. By promoting the benefits of effective project management practices, the project manager can help create a culture of project management awareness and understanding within the organization.

upvoted 2 times

Rocket20 3 years, 1 month ago

See section 3.3 talks about how the project manager interacts with others and networks

upvoted 2 times

ChymKuBoy 3 years, 2 months ago

A for sure

upvoted 3 times

Question #48 *Topic 1*

What process group establishes project scope, refines objectives, and defines the actions necessary to attain project objectives?

A. Executing

B. Planning

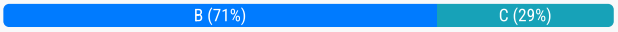
C. Initiating

D. Monitoring and Controlling

Suggested Answer: *B*

Official Answer: B

Community vote distribution



wineo38 Most Recent 2 years ago

B I agree

upvoted 1 times

pahkhu 2 years, 1 month ago

"Defines the actions necessary" is this referring to create WBS (which is done in planning process group) ?

upvoted 1 times

ChymKuBoy 2 years, 2 months ago

B for sure

upvoted 1 times

eminema07 2 years, 3 months ago

Page 554 6th edition

upvoted 1 times

Fishell 2 years, 3 months ago

Key word is define

upvoted 2 times

AyandaCAPM 2 years, 4 months ago

THIS sounds like a project charter definition - Establishes project scope, refines objectives, and defines the actions necessary to attain project objectives

upvoted 2 times

Question #49 *Topic 1*

Which are examples of processes that may be used once or at predefined points in the project life cycle?

A. Develop Project Charter and Close Project or Phase

B. Define Activities and Acquire Resources

C. Control Schedule and Conduct Procurements

D. Monitor Communications and Control Costs

Suggested Answer: *A*
Official Answer: A

Community vote distribution
A (100%)

zbekcapm Highly Voted 2 years, 2 months ago
Weird phrasing, because the project charter should only be developed once (and should be broad enough that it does not need revision), but closing phases does happen at specific times
upvoted 8 times

JesseChou_123 Most Recent 1 year, 3 months ago
Processes like project initiation, planning, project charter preparation, and project closure are examples of activities performed once or at predefined points in a project's lifecycle. These are part of the five project management phases: initiation, planning, execution, monitoring & controlling, and closure.
upvoted 1 times

Jess_studies 2 years, 2 months ago
A, Page 22 PMBOK 6th ed
upvoted 4 times

anfacer 2 years, 8 months ago
p633 and p563
upvoted 1 times

Question #50 *Topic 1*

After defining activities in project schedule management, which processes should a project manager follow?

A. Sequence Activities and Estimate Activity Durations

B. Estimate Activity Durations and Control Schedule

C. Develop Schedule and Control Schedule

D. Review Activities and Develop Schedule

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

These steps follow the PMBOK Guide process flow: Define Activities Sequence Activities Estimate Activity Durations Develop Schedule Control Schedule

upvoted 1 times

ChymKuBoy 1 year, 8 months ago

A for sure

upvoted 1 times

Saif93 1 year, 9 months ago

Plan Schedule Mgmt - Define Activities - Sequence Activities- Estimate Activity Durations - Develop Schedule.

upvoted 4 times

Question #51 *Topic 1*

Which of the following tasks is related to the Perform Qualitative Risk Analysis process?

A. Identify the project risks and assign a probability of occurrence

B. Perform a sensitivity analysis to determine which risk has the most potential for impacting the project

C. Analyze the effect of identified project risks as numerical data

D. Prioritize each protect risk and assign the probability of occurrence and impact for each one

Suggested Answer: *D*

Official Answer: D

Community vote distribution



Andrew_1980 Most Recent 2 years, 1 month ago

CAPM Exam Prep 4th edition also says that 'D' is the most relevant

upvoted 2 times

Erry12 2 years, 1 month ago

Pag 588, perform qualitative risk analysis

upvoted 1 times

TonyTucci 3 years, 1 month ago

Answer is D

upvoted 2 times

ChymKuBoy 3 years, 2 months ago

D for sure

upvoted 3 times

Cat2023 3 years, 3 months ago

D - pg 588 "process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact..."

upvoted 2 times

Navz 3 years, 6 months ago

D page427 - Under Risk register may include assessments of probability and impacts for each individual project risk, its priority level or risk score, the nominated risk owner, risk urgency information or risk categorization, and a watch list for low-priority risks or risks requiring further analysis.

upvoted 1 times

MFrankieG2022 3 years, 7 months ago

Tricky answers...

upvoted 2 times

Question #52 *Topic 1*

The project manager needs to manage a critical issue immediately, and this requires action from the upper management of a specific stakeholder group. Which plan should the project manager consult?

A. Risk management plan

B. Communications management plan

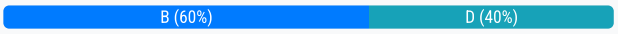
C. Change management plan

D. Stakeholder engagement plan

Suggested Answer: *B*

Official Answer: B

Community vote distribution



Tadpole1 Highly Voted 3 years, 2 months ago

B. Communications management plan. When facing a critical issue that requires immediate action from upper management of a specific stakeholder group, the project manager should refer to the Communications Management plan. This plan outlines the communication approach, strategies, channels, and responsibilities for effective communication throughout the project. It provides guidance on how to communicate with different stakeholders, including the appropriate escalation paths for critical issues. By referring to the Communications Management plan, the project manager can identify the communication protocols and channels to engage the upper management of the stakeholder group in question. This plan helps ensure that the right information is delivered to the appropriate individuals in a timely manner, allowing for swift action to address the critical issue.

upvoted 7 times

cunningterry Most Recent 11 months, 4 weeks ago

Since the project manager needs upper management from a specific stakeholder group to take action immediately, the stakeholder engagement plan is the right document to consult. It helps determine the best way to approach and influence those stakeholders. This plan defines how project information will be collected, shared, and reported. It explains what, when, and how to communicate, but it does not provide strategies for gaining stakeholder action or commitment.

upvoted 1 times

JesseChou_123 1 year, 3 months ago

The project manager should consult the communications management plan. This plan outlines how to communicate with stakeholders, including the specific stakeholder group whose upper management needs to act on the critical issue. It helps ensure that the correct information is conveyed to the right people in a timely manner.

upvoted 1 times

JesseChou_123 1 year, 3 months ago

The project manager should consult the communications management plan. This plan outlines how communication will be managed with stakeholders, including upper management, during the project's lifecycle. It should also address how to handle critical issues and the appropriate channels for escalating them.

upvoted 1 times

JesseChou_123 1 year, 3 months ago

The project manager should consult the Stakeholder Engagement Plan. This plan outlines how to communicate with, manage, and engage stakeholders, including how to address critical issues requiring action from upper management. It also includes information on the authority and responsibility of different stakeholders.

upvoted 1 times

yolo_yogi 1 year, 8 months ago

The Communications Management Plan answers "how do we exchange information?", focusing on methods, channels, and frequency of communication. The Stakeholder Engagement Plan, on the other hand, provides strategies and actions to engage stakeholders actively, especially for critical issues like escalating decisions to upper management. Thus, for managing a critical issue requiring upper management action, the Stakeholder Engagement Plan is the correct choice because it defines how to engage and influence stakeholders, not just how to share information with them.

upvoted 1 times

Jtic 1 year, 8 months ago

The Stakeholder Engagement Plan outlines the approach for managing and communicating with stakeholders, including upper management, and helps the project manager identify the key stakeholders to involve in critical situations

upvoted 1 times

Krasiva 2 years, 9 months ago

The key word here is issue. Because Communication Management Plan describes how to escalate a situation and solve conflicts, while Stakeholder Management Plan only describes how the team should engage with each Stakeholder

upvoted 1 times

HPouria 2 years, 10 months ago

A stakeholder engagement plan (SEP) includes communication channel approach: Identify what communication tool you'll use to communicate with this stakeholder.

upvoted 1 times

ChymKuBoy 3 years, 2 months ago

From Bing. It's D

upvoted 1 times

CalvinthePM 3 years, 5 months ago

It's B. This is describing the Escalation Process, which is part of the Communications Management Plan (10.1.3.1).great Thank you

upvoted 4 times

CalvinthePM 3 years, 5 months ago

It's B. This is describing the Escalation Process, which is part of the Communications Management Plan (10.1.3.1).

upvoted 4 times

pahkhu 3 years, 1 month ago

great Thank you

upvoted 1 times

Hungdv 3 years, 5 months ago

I think A, The risk should be escalated to upper stakeholder.

upvoted 1 times

Question #53 *Topic 1*

During what project management process does the project team begin identifying risks?

A. Initiating

B. Planning

C. Executing

D. Monitoring and Controlling

Suggested Answer: *B*
Official Answer: B

Community vote distribution
B (100%)

MP_2022 Highly Voted 2 years, 2 months ago
I don't understand why not A. The charter, created during Initiating, includes overall project risk.Charter is a document focused in giving authorization and identify who would be PM mostly. Risk in there are related to business, not project. The question ask for team members and identify risks which is in planning group
upvoted 6 times

MP_2022 2 years, 2 months ago
I don't understand why not A. The charter, created during Initiating, includes overall project risk.
upvoted 6 times

anfacer Highly Voted 2 years, 2 months ago
Charter is a document focused in giving authorization and identify who would be PM mostly. Risk in there are related to business, not project. The question ask for team members and identify risks which is in planning group
upvoted 7 times

meg002 2 years, 2 months ago
The answer is B. You also need in-depth risk identification sessions at specific critical points in project planning where you take a broader look at the project as a whole
upvoted 5 times

JesseChou_123 Most Recent 1 year, 3 months ago
The project team begins identifying risks during the Planning phase of the project management process. Risk identification is an ongoing process, but it's typically initiated and formalized during the planning stage. This allows the team to anticipate potential problems and create strategies for addressing them throughout the project lifecycle.
upvoted 1 times

me22 2 years, 2 months ago
Refer to PMBOK page 25 - under process group 'Planning' risk is started @ knowledge area Project Risk Management.
upvoted 3 times

Question #54 *Topic 1*

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

Suggested Answer: *D*

Official Answer: D

Community vote distribution



JesseChou_123 Most Recent 1 year, 3 months ago

The project manager's review of change requests for project documents, deliverables, and the project plan falls under the Perform Integrated Change Control process. This process ensures that all changes are managed systematically, considering their impact on the project's scope, schedule, cost, and other aspects.

upvoted 1 times

wineo38 2 years ago

That the process

upvoted 1 times

ale1231 4 years ago

D. Perform Integrated Change Control

upvoted 2 times

UlrichIng 4 years, 10 months ago

D. Perform Integrated Change Control

upvoted 4 times

Question #55 *Topic 1*

Which format can a network diagram take?

A. Flow chart

B. Control chart

C. Affinity diagram

D. Cause-and-effect diagram

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 3 months ago

A network diagram can take the format of a flow chart. This is a visual representation of a process or project, showing the sequence of activities and their relationships.

upvoted 1 times

pahkhu 2 years, 1 month ago

critical path is the longest path in your project's schedule network diagram

upvoted 1 times

Question #56 *Topic 1*

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

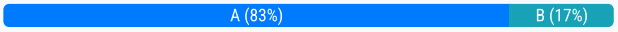
C. Quality management plan and risk register

D. Basis of estimates and scope baseline

Suggested Answer: *A*

Official Answer: A

Community vote distribution



Chief_Idika Most Recent 5 months, 2 weeks ago

According to the reference guide, "project schedule update" is an output of the "Plan Communication Management" process; it is not an input, hence invalidating option B. Stakeholder Engagement Plan and Organizational Assets are both inputs of the process.

upvoted 1 times

8253f1a 7 months, 3 weeks ago

Stakeholder register → defines communication needs Project schedule → determines timing and cadence Has two inputs from the Communications Management Plan that help determine: Who needs information When they need it What information is relevant

upvoted 1 times

JesseChou_123 1 year, 3 months ago

The key here is "communications management" thus via process of elimination only left w/ A.

upvoted 1 times

Bokaku 1 year, 10 months ago

this is

upvoted 1 times

Fishell 3 years, 4 months ago

Very easy by process of elimination if you know your terms.

upvoted 2 times

Navz 3 years, 7 months ago

Plan Communications Management—The process of developing an appropriate approach and plan for project communication activities based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project.

upvoted 3 times

Question #57 *Topic 1*

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

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

bboykwame Most Recent 1 year, 12 months ago

D. guide, motivate, and direct a team to reach project goals

upvoted 1 times

Bgood 2 years, 8 months ago

D. guide, motivate, and direct a team to reach project goals

upvoted 2 times

Question #58 *Topic 1*

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.

Suggested Answer: *A*
Official Answer: A

Community vote distribution



JesseChou_123 Most Recent 1 year, 3 months ago
In an agile/adaptive environment, the best way for a project manager to ensure efficient and frequent communication with management and stakeholders is to regularly share transparent project updates, actively engage stakeholders in discussions and feedback loops, and utilize accessible communication channels to keep everyone informed of progress and any changes.
upvoted 1 times

wineo38 2 years ago
Surveys take a while to get back, so A
upvoted 1 times

Rocket20 2 years, 1 month ago
Please see Pg 402 e-book Considerations for agile/adaptive environments - posting artifacts in a transparent fashion, holding reg stakeholder reviews promote communication in addition to frequent checkpoints and access to information
upvoted 1 times

lauracecilia 2 years, 1 month ago
A. pg. 365 6th edition
upvoted 1 times

Question #59 *Topic 1*

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

Suggested Answer: *A*
Official Answer: A

Community vote distribution
A (100%)

theplaceholder Most Recent 2 years ago
The answer is correct but wow, the wording is terrible. Choose your poison on some of these questions for sure.
upvoted 3 times

andy20166 2 years, 1 month ago
This question makes no sense man LOL
upvoted 4 times

andy20166 2 years, 1 month ago
This question makes no sense man LOLexactly!
upvoted 4 times

Maya7verde 2 years, 1 month ago
exactly!
upvoted 1 times

Question #60 *Topic 1*

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

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

Rocket20 Most Recent 2 years, 1 month ago

SEE pg 737 of PMBOK - CCB definition

upvoted 1 times

ChymKuBoy 2 years, 2 months ago

D for sure

upvoted 2 times

k_I_N_G 2 years, 4 months ago

I THOUGH ITS c

upvoted 2 times

Question #61 *Topic 1*

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

Suggested Answer: *D*
Official Answer: D

Community vote distribution
D (100%)

JesseChou_123 1 year, 3 months ago
In an environment with unclear, changing requirements, multiple stakeholders, and a technically complex project, the project manager should focus on risk mitigation, adaptive management, and clear communication. This includes frequent review of work products, active stakeholder engagement, flexible plans, and clear documentation of changes.
upvoted 1 times

8a6d137_111 1 year, 3 months ago
changing requirements means AGILE environment.
upvoted 1 times

TonyTucci 2 years, 1 month ago
Key word here is Incremental. So answer is D.This actually helped me make sense of that
upvoted 2 times

TonyTucci 2 years, 1 month ago
Key word here is Incremental. So answer is D.
upvoted 1 times

TheChigger Most Recent 3 months, 1 week ago
This actually helped me make sense of that
upvoted 1 times

CalvinthePM 2 years, 5 months ago
This is describing an agile environment, so deliverables presented in iterative or incremental stages is recommended.
upvoted 4 times

Question #62 *Topic 1*

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

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

MFrankieG2022 Highly Voted 2 years, 7 months ago

key here is monitor in the question, so looking at performance is where it is at.

upvoted 8 times

TonyTucci Highly Voted 2 years, 1 month ago

Key is Work Performance Data.

upvoted 6 times

JesseChou_123 Most Recent 1 year, 3 months ago

During the "Monitor Stakeholder Engagement" process, a project manager would use a combination of Project Management Plan, Project Documents, Work Performance Data, and Enterprise Environmental Factors (EEF) and Organizational Process Assets (OPA).

upvoted 1 times

UlrichIng 4 years, 10 months ago

D. Work performance data, enterprise environmental factors, and project management plan

upvoted 4 times

Question #63 *Topic 1*

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.

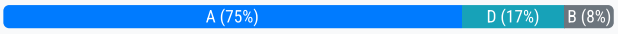
C. Adopt social networking to engage stakeholders, issue frequent and short messages, and use informal communication channels.

D. Adopt a strong change control board process, establish focal points for main subjects, and promote formal and transparent communication.

Suggested Answer: *A*

Official Answer: A

Community vote distribution



andy20166 Highly Voted 2 years, 1 month ago

I feel like B is the only one that works in todays environments and this sounds like an agile environment. A seems too old school with it being a must have to colocate people and seems a bit infrequent. Retrospectives in sprints are every 2 weeks and involve main stakeholders too. I am counting this one as right in my book haha

upvoted 6 times

anfacer Highly Voted 2 years, 8 months ago

"A" is correct for me because involves all stakeholders to the meetings and uses colocation. That ensures everyone is in line with the objectives and possible changes. "D" uses Strong CCB, whis sounds like hard or difficult. Here we are expecting changes so we should facilitate them and reach a consensus, thats why A is better

upvoted 5 times

TheChigger Most Recent 3 months, 1 week ago

This question is clearly implying an agile environment, and the only one of these that references agile techniques is B.

upvoted 1 times

Pradnyasachin 1 year, 8 months ago

This approach focuses on establishing clear channels for managing changes through a robust change control process. Having focal points for key subjects aids in directing communications to address uncertainties effectively. Additionally, promoting formal and transparent communication helps in managing expectations and ensuring stakeholders are informed. While options like involving stakeholders in project meetings (A), inviting customers to certain meetings (B), or using social networking for engagement (C) have their merits, in an environment with uncertain requirements, having a structured change control process and transparent formal communication channels is crucial to manage changes and keep stakeholders informed of developments and adjustments in the project.

upvoted 2 times

Rocket20 2 years, 1 month ago

Per the PMBOK in an agile/ adaptive environment one should co-locate team members as much as possible and have frequent checkpoints

upvoted 2 times

szhang760 2 years, 2 months ago

The "only" really made this question wonky for A...That makes it sound like we don't want to attempt to have the customer in the same location either. Or maybe there's a benefit to that? I'm not sure. I would assume if requirements are uncertain we would try our best to (reasonably) have the entire team and a customer rep in the room too to provide real time, tangible feedback.

upvoted 3 times

CalvinthePM 2 years, 5 months ago

Can someone explain why "A" is considered better than "B"? Thanks!

upvoted 2 times

ChymKuBoy 2 years, 2 months ago

A for sure

upvoted 1 times

CalvinthePM 2 years, 5 months ago

Can someone explain why "A" is considered better than "B"? Thanks!Because in AGILE it is not recommended to invite customer to RETROSPECTIVE meetings. It disrupts teams discussions where they are focusing on learning from mistakes and improving.

upvoted 2 times

8a6d137_111 1 year, 3 months ago

Because in AGILE it is not recommended to invite customer to RETROSPECTIVE meetings. It disrupts teams discussions where they are focusing on learning from mistakes and improving.

upvoted 1 times

MP_2022 2 years, 8 months ago

What the heck does "co-locate team members only" even mean?

upvoted 3 times

limoncello 2 years, 7 months ago

A is correct because D will implement a strong CCB, which means changes will be more restricted, which is not preferred in an agile environment

upvoted 1 times

MP_2022 2 years, 8 months ago

What the heck does "co-locate team members only" even mean?colocation means to put all members in one physical room. It has benefits on the communicationI think we all know what it means to co-locate, but I too am thrown by the "team members only" part. Who else would you colocate, or even could?My view is that it's just poorly written and should say "ensure all team members are co-located", essentially "only co-locate team members", i.e "don't allow multiple locations for team members"

upvoted 3 times

anfacer 2 years, 8 months ago

colocation means to put all members in one physical room. It has benefits on the communication

upvoted 1 times

anfacer 2 years, 8 months ago

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upvoted 1 times

peacewishes 2 years, 1 month ago

I think we all know what it means to co-locate, but I too am thrown by the "team members only" part. Who else would you colocate, or even could?

upvoted 2 times

peacewishes 2 years, 1 month ago

I think we all know what it means to co-locate, but I too am thrown by the "team members only" part. Who else would you colocate, or even could?My view is that it's just poorly written and should say "ensure all team members are co-located", essentially "only co-locate team members", i.e "don't allow multiple locations for team members"

upvoted 2 times

theplaceholder 2 years ago

My view is that it's just poorly written and should say "ensure all team members are co-located", essentially "only co-locate team members", i.e "don't allow multiple locations for team members"

upvoted 1 times

Question #64 *Topic 1*

Which of the following are outputs from the process of creating a work breakdown structure (WBS)?

A. Project scope statement and accepted deliverables

B. Scope baseline and project documents update

C. Accepted deliverables and enterprise environmental factors

D. Scope baseline and work performance information

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

JesseChou_123 Most Recent 1 year, 3 months ago

The outputs from creating a Work Breakdown Structure (WBS) are: the WBS itself, a WBS Dictionary, the Scope Baseline, and project documentation updates.

upvoted 1 times

Rocket20 2 years, 1 month ago

See 5.4.3 Create WBS: Outputs

upvoted 1 times

Cat2023 2 years, 3 months ago

B - pg 570 6th ed 1. Scope Baseline 2. Project Documents Updates

upvoted 3 times

Question #65 *Topic 1*

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

Suggested Answer: *A*
Official Answer: A

Community vote distribution
A (100%)

Ushehwhehehe Most Recent 2 years, 1 month ago
Definitely
upvoted 1 times

ChymKuBoy 2 years, 2 months ago
A for sure
upvoted 2 times

CalvinthePM 2 years, 5 months ago
From both Landini and PocketPrep, stakeholder identification is done in every process group. Answer is A.
upvoted 3 times

meg002 2 years, 8 months ago
correct answer is C. Identification of stakeholder is a continuous process throughout the project life cycle however project team is responsible to identify all possible key stakeholders at early stage of project and involve them in project planning phase, project may encounter a big failure if project team will not buy-in key stakeholders at early stages.
upvoted 1 times

meg002 2 years, 8 months ago
correct answer is C. Identification of stakeholder is a continuous process throughout the project life cycle however project team is responsible to identify all possible key stakeholders at early stage of project and involve them in project planning phase, project may encounter a big failure if project team will not buy-in key stakeholders at early stages.The C answer says while charter is BEING developed, so the charter is still not done. When developing charter you only need to identify key stakeholders and Engagement is not done only during requirements but the whole project. So I would go to A as correct
upvoted 1 times

anfacer 2 years, 8 months ago
The C answer says while charter is BEING developed, so the charter is still not done. When developing charter you only need to identify key stakeholders and Engagement is not done only during requirements but the whole project. So I would go to A as correct
upvoted 2 times

claudiapatricia777 2 years, 9 months ago
A is correct
upvoted 3 times

Question #66 *Topic 1*

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.

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (80%) B (20%)

wencai002 Highly Voted 5 years ago
C P92 in the table generally manifest as iterative scheduling and on-demand, pull-based scheduling, as discussed in the Key Trends
upvoted 6 times

Erry12 2 years, 1 month ago
Selected Answer: C
Pag 92 of Agile Practice
upvoted 1 times

Erry12 2 years, 1 month ago
Pag 92 of Agile PracticeAlthough it says manifest, not required. So B could be also right
upvoted 1 times

Erry12 Most Recent 2 years, 1 month ago
Although it says manifest, not required. So B could be also right
upvoted 2 times

Pradnyasachin 2 years, 8 months ago
In adaptive or Agile environments, scheduling often operates in an iterative manner, allowing for adjustments and refinements as the project progresses. Pull-based scheduling involves task prioritization based on immediate needs and demand, allowing the team to adapt their schedule based on evolving requirements and changes in priorities. This flexibility is integral to adapting and responding effectively to changes in an adaptive project environment.
upvoted 1 times

DHKaze 2 years, 8 months ago
pg.175 Under key concepts for project schedule management. When possible, the detailed project schedule should remain flexible throughout the project to adjust for knowledge gained, increased understanding of the risk, and value-added activities." nowhere in the PMBOK guide does it say that a pull-based scheduling is "REQUIRED".
upvoted 1 times

garlicbread 3 years, 1 month ago
C is wrong because a pull base isn't required. Making that an incorrect answer. B is the next best option
upvoted 2 times

Rocket20 3 years, 1 month ago
Key word "Iterative" for an adaptive environment. Please see Considerations for agile/ adaptive environments - first paragraph PMBOK 6th ed ebook pg 215
upvoted 1 times

Tadpole1 3 years, 2 months ago
When working on the scheduling for an adaptive environment, the project manager should consider the following condition: C. An iterative scheduling and on-demand, pull-based scheduling will be required. In an adaptive environment, where requirements and project conditions are likely to change, traditional linear scheduling approaches may not be effective. Instead, an iterative scheduling approach is needed, where work is planned and scheduled in shorter iterations or increments. This allows for flexibility and the ability to adapt to changing requirements and priorities as new knowledge is gained throughout the project. On-demand, pull-based scheduling is also important in an adaptive environment. Rather than pre-

determining the entire schedule upfront, work is scheduled based on the actual need and demand. As the project progresses, work is pulled into the schedule based on the availability of resources, the evolving priorities, and the feedback received.

upvoted 1 times

CalvinthePM 3 years, 5 months ago

Ch. 6 Project Schedule Management Pg. 178. Answer is C.

upvoted 1 times

limoncello 3 years, 7 months ago

Adaptive environment uses iterative scheduling and on-demand, pull-based scheduling

upvoted 1 times

MP_2022 3 years, 8 months ago

The question didn't ask about key trends. It asked what to keep in mind when scheduling, which is why B is correct.

upvoted 3 times

claudiapatricia777 3 years, 9 months ago

Adaptive approaches use short cycles to undertake work, review the results, and adapt as necessary. These cycles provide rapid feedback on the approaches and suitability of deliverables, and generally manifest as iterative scheduling and on-demand, pull-based scheduling, as discussed in the section on Key Trends and Emerging Practices in Project Schedule Management

upvoted 3 times

Question #67 *Topic 1*

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

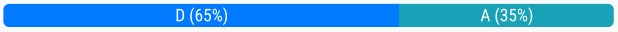
C. Train the team members in project skill sets

D. Define the roles and responsibilities of each team member

Suggested Answer: *A*

Official Answer: A

Community vote distribution



JesseChou_123 Most Recent 1 year, 1 month ago

Why the other options are incorrect: A. Identifying team aspects for managing physical resources sounds close, but the wording is vague and less directly aligned with standard project resource management tasks. B. Procuring equipment and materials falls under Project Procurement Management, not directly under resource management. C. Training may be addressed if there's a skills gap, but it's usually an output or action item—not a core resource management task unless specified in the training plan.

upvoted 1 times

8a6d137_111 1 year, 3 months ago

Keyword to focus in questions is "conducting". They are not saying "Planning". They are saying when conducting meaning performing. that fits in Acquire resource process.

upvoted 3 times

Krasiva 1 year, 9 months ago

In my opinion, "D" is correct. "A" cannot be correct because it is saying that the PM will identify the different aspects of the TEAM (Human Resources), to better manage the Physical Resources (Materials and equipments). Which it doesn't make sense, why would the PM need to analyze Human Resources in order to manage Physical ones. Plus, you will see in the upcoming questions (Not my first time doing this sample exam) that Roles and Responsibilities is being considered as part of Resource Management.

upvoted 3 times

HPouria 1 year, 10 months ago

conducting Project Resource Management assigns (not defines) roles and responsibilities of team member

upvoted 1 times

Rocket20 2 years, 1 month ago

The answer is A see PMBOK Process Resource Management to identify, acquire, and manage the resources needed for the successful completion of a project. Then review 9.1-9.6 all the tasks that the PM will do. A would be the best answer as it defines the process and generalizes all tasks

upvoted 1 times

lauracecilia 2 years, 1 month ago

A. pg 312

upvoted 2 times

BreakOff874 2 years, 1 month ago

Defining roles and responsibilities of team member is referring to the Responsibility Assignment Matrix or RACI which the PM undertakes.

upvoted 2 times

ChymKuBoy 2 years, 2 months ago

While conducting Project Resource Management, a project manager will undertake the task of defining the roles and responsibilities of each team member1. They will also identify the different aspects of the team to manage and control physical resources efficiently2. Training the team members in project skill sets3 and procuring equipment, materials, facilities, and infrastructure for the project4 are also tasks that a project manager will undertake.

upvoted 2 times

Cat2023 2 years, 3 months ago

A - because managing resources involves both team members and physical resources

upvoted 1 times

limoncello 2 years, 7 months ago

A is correct because all are part of resource management knowledge area

upvoted 3 times

ardie85 2 years, 8 months ago

Selected Answer: A

Why not A?

upvoted 1 times

ardie85 2 years, 8 months ago

Why not A?Because it's not a phrase from the PMBOK.

upvoted 1 times

MP_2022 2 years, 8 months ago

Because it's not a phrase from the PMBOK.

upvoted 2 times

Question #68 *Topic 1*

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

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

ChymKuBoy 2 years, 2 months ago

B for sure

upvoted 1 times

CalvinthePM 2 years, 5 months ago

I chose B, but anyone know why A is not good?

upvoted 1 times

CalvinthePM 2 years, 5 months ago

I chose B, but anyone know why A is not good?Market share recognition is aligned with Business Value and not IEF.

upvoted 1 times

Ktimporta Most Recent 2 years, 1 month ago

Market share recognition is aligned with Business Value and not IEF.

upvoted 1 times

ale1231 4 years ago

B. Factory location

upvoted 3 times

UlrichIng 4 years, 10 months ago

B. Factory location

upvoted 4 times

Question #69 *Topic 1*

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		Subdriving project deliverables and project work into smaller components

Suggested 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)	Subdriving project deliverables and project work into smaller components

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)	Subdriving project deliverables and project work into smaller components

JesseChou_123 Most Recent 1 year, 3 months ago

Validate Scope = Formalizing acceptance of completed project deliverables. Control Scope = Monitoring the project's status and the product's scope. Create WBS = Subdriving project deliverables and project work into smaller components. Define Scope = Developing detailed descriptions of the project and product.

upvoted 1 times

Cyberpleb 2 years, 1 month ago

Correct

upvoted 2 times

Question #70 *Topic 1*

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

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

anfacer Highly Voted 2 years, 8 months ago
predictive and waterfall are synonimes in PMBOK, that's why I dont think them are 100% correct. Correct for me is C as is predictive, we know the software and use, and adaptative, as the new language can bring some unexpected bugs
upvoted 5 times

theplaceholder Most Recent 2 years ago
you need a combination of predictive and adaptive life cycles. thus, hybrid.
upvoted 1 times

sas2223 2 years, 1 month ago
Choice (A). Predictive Life cycle. See when you are expecting something to happen, it means you are predicting and anticipating a change. Secondly, the statement says that the software has been implemented at multiple branches domestically. So, there is no much changes in software as such. However, a foreign land has its own laws, which have to be complied by the participating businesses. For which we might have to do some changes. Now, what changes you have to make, will depend on rules, regulations, policies & laws of the foreign land. So, if you read those set of rules, you can predict what changes can creep in. Hence the correct answer is Predictive Life Cycle (choice A)
upvoted 2 times

Rocket20 2 years, 1 month ago
Hybrid Lifecycle need flexibility for changes
upvoted 1 times

Raae 2 years, 2 months ago
They mentioned there would be changes to the software but haven't confirmed what they are. I think hybrid as it gives the flexibility to deal with undefined requirements, unlike waterfall.
upvoted 2 times

ChymKuBoy 2 years, 2 months ago
C for sure
upvoted 1 times

DJMCAPM 2 years, 6 months ago
C is correct
upvoted 2 times

MV87 2 years, 8 months ago
Hybrid
upvoted 2 times

Gab2308 2 years, 8 months ago
should be hybrid
upvoted 3 times

SUKHMANIIII 2 years, 11 months ago
Hybrid lifecycle
upvoted 3 times

Question #71 *Topic 1*

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

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Why the other options are incorrect: A. CPAF and fixed price → CPAF is a subtype of cost-reimbursable contracts, but not one of the two most common categories. C. Cost-reimbursable and T&M → T&M is a hybrid contract, combining features of both fixed price and cost-reimbursable, but it is not as broadly used across industries as the two main types. D. T&M and CPAF → Both are niche or specialized contract types compared to the more broadly applicable fixed price and cost-reimbursable.

upvoted 1 times

Pradnyasachin 2 years, 1 month ago

Fixed price contracts establish a set price for the project, offering stability and clear budgeting but potentially bearing more risk for the contractor if costs exceed the agreed-upon price. Cost-reimbursable contracts, on the other hand, reimburse the contractor for the actual costs incurred plus an additional fee, providing more flexibility but potentially leading to higher costs if not managed effectively. These two contract types offer different risk and cost-sharing arrangements between the parties involved in the project.

upvoted 2 times

michmcgold 2 years, 4 months ago

Answer is B - Page 471 PMBOK 6th edition diamond point 3 / Page 191 PMBOK 7th edition last sentence in top paragraph

upvoted 2 times

Question #72 *Topic 1*

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

A. Accepting

B. Transferring

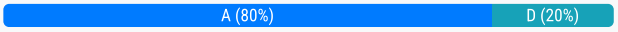
C. Avoiding

D. Mitigating

Suggested Answer: *A*

Official Answer: A

Community vote distribution



claudiapatricia777 Highly Voted 2 years, 9 months ago

Accept. Risk acceptance acknowledges the existence of a threat, but no proactive action is taken. This strategy may be appropriate for low-priority threats, and it may also be adopted where it is not possible or cost-effective to address a threat in any other way. Acceptance can be either active or passive. The most common active acceptance strategy is to establish a contingency reserve, including amounts of time, money, or resources to handle the threat if it occurs. Passive acceptance involves no proactive action apart from periodic review of the threat to ensure that it does not change significantly

upvoted 6 times

JesseChou_123 Most Recent 1 year, 2 months ago

The correct answer is: D. Mitigating. Explanation: When you establish a contingency reserve (for time, money, and resources) to address potential issues, you are taking proactive steps to reduce the impact of risks — this is the definition of risk mitigation. Mitigating risk involves reducing the probability or impact of a threat. Contingency reserves act as a buffer to lessen the consequences if a risk materializes. Why not the others? A. Accepting: You do nothing to influence the risk; you simply acknowledge it may happen. B. Transferring: You shift the impact to a third party (e.g., through insurance or outsourcing). C. Avoiding: You eliminate the risk entirely, often by changing the project plan. Summary: Creating contingency reserves is a risk response strategy that reduces the impact of potential problems — this is mitigation. Correct answer: D. Mitigating.

upvoted 2 times

ChymKuBoy 2 years, 2 months ago

A for sure

upvoted 2 times

CalvinthePM 2 years, 5 months ago

D is tempting (don't you use the resources to mitigate the risk?) but A seems to be more correct since contigency reserve is built-in resources that assumes risk will happen. If anyone has an explanation why D is wrong (why can't resources from contigency reserve be used to mitigate risk) I'd be interested to know.

upvoted 3 times

Question #73 *Topic 1*

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

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Why the others are incorrect: A: Estimated costs are not directly needed for the schedule plan; WBS is part of the scope baseline, but the others are not the right combination. B: Business case and resource management plan are not primary inputs for creating the schedule management plan. D: Statement of Work and communications management plan are not inputs for this process.

upvoted 1 times

JesseChou_123 1 year, 1 month ago

Key here is OPAs (Organizational Process Assets).

upvoted 1 times

bawn20 2 years, 7 months ago

WBS is part of the Project Management Plan

upvoted 2 times

garlicbread 2 years, 7 months ago

why isn't it A? you need the WBS to make the schedulethose outputs of the plan project mgt processplan schedule mgt process

upvoted 2 times

garlicbread 2 years, 7 months ago

why isn't it A? you need the WBS to make the schedule

upvoted 2 times

n_arrigo 2 years, 1 month ago

those outputs of the plan project mgt process

upvoted 1 times

n_arrigo 2 years, 1 month ago

those outputs of the plan project mgt processplan schedule mgt process

upvoted 1 times

n_arrigo 2 years, 1 month ago

plan schedule mgt process

upvoted 1 times

ChymKuBoy 2 years, 8 months ago

C for sure

upvoted 1 times

Cat2023 2 years, 9 months ago

C - pg 571 6th Ed: Inputs: Project Charter, Project Management Plan, EEFs, and OPAs

upvoted 2 times

Zepo 2 years, 10 months ago

I would have thought A since they all go into the the schedule management plan. I wouldn't think C is right because it includes the project management plan, which uses the schedule management plan as an input.

upvoted 3 times

Question #74 *Topic 1*

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

Suggested Answer: *C*

Official Answer: C

Community vote distribution



TheChigger Most Recent 3 months, 1 week ago

risk is monitored and controlled during the entire project duration. period.

upvoted 1 times

Question #75 *Topic 1*

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

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

kayone Highly Voted 2 years, 11 months ago

D - Communication Model for Cross-Cultural Communication pg. 373

upvoted 8 times

anfacer Highly Voted 2 years, 8 months ago

comm management plan is not a factor but a document

upvoted 7 times

JesseChou_123 Most Recent 1 year, 1 month ago

Key here is "Current emotional state"

upvoted 1 times

Cam77 2 years, 2 months ago

Yes, it's D.

upvoted 2 times

ChymKuBoy 2 years, 2 months ago

D for sure

upvoted 2 times

Zmfoutch 2 years, 6 months ago

D- per pmbok 6th, 10.1.2.4 (communication models) page 373. Cross cultural communication (a tool/technique of Plan Communication Management) incorporates the idea that the message itself and how it is transmitted are influenced by the senders current emotional state, knowledge, background, personality, culture and biases. Similarly the receivers emotional state ,knowledge, background, personality, culture and biases will influence how the messages is is received and interpreted.

upvoted 5 times

Navz 2 years, 6 months ago

D - The communication model shown in Figure 10-4 incorporates the idea that the message itself and how it is transmitted are influenced by the sender's current emotional state, knowledge, background, personality, culture, and biases. Similarly, the receiver's emotional state knowledge, background, personality, culture, and biases will influence how the message is received and interpreted, and will contribute to the barriers or noise

upvoted 2 times

Question #76 *Topic 1*

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?

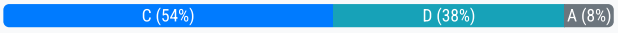
A. Work performance information

B. Bidder conferences

C. Complexity of procurement

D. Procurement management plan

Suggested Answer: *C*
Official Answer: C

Community vote distribution


JesseChou_123 Most Recent 1 year, 1 month ago
Why "Complexity of procurement" is correct? It involves evaluating: Number of contracts Types of goods/services Contract types (fixed price, T&M, cost-reimbursable) Risk levels Regulatory requirements Vendor coordination and integration Why the other options are incorrect or less suitable: A. Work performance information → This is an output of monitoring processes, not something you consider up front during procurement planning. B. Bidder conferences → This is a tool/technique used during the Conduct Procurements process, not a factor to consider across all procurement processes. D. Procurement management plan → This is the output of the Plan Procurement Management process. It's created based on factors like complexity—not the factor itself.
upvoted 1 times

Pradnyasachin 1 year, 8 months ago
The involvement of multiple vendors can significantly increase the complexity of procurement activities. Understanding and managing this complexity is crucial, encompassing aspects such as handling various contracts, ensuring coordination among vendors, managing different delivery schedules, and addressing potential conflicts or dependencies between vendors. The procurement management plan would also be crucial, but in this context, the complexity of managing multiple vendors is a significant consideration.
upvoted 1 times

Akneeka 2 years, 1 month ago
C-several vendors lend to complexity of the process
upvoted 1 times

ChymKuBoy 2 years, 2 months ago
D for sure
upvoted 3 times

adingmaki 2 years, 2 months ago
basis of work = plan
upvoted 2 times

adingmaki 2 years, 3 months ago
Agree with C. It's in the book. Tailoring
upvoted 1 times

sham222 2 years, 3 months ago
The answer is C: from p 683 PMBOK 6th Ed. X5.9 PROJECT PROCUREMENT MANAGEMENT Considerations for tailoring project procurement management include but are not limited to: - Complexity of procurement. Is there one main procurement or are there multiple procurements at different times with different sellers that add to the complexity of the procurements?
upvoted 3 times

Zmfoutch 2 years, 6 months ago
D is correct due. Remember this process is iterative. When time to conduct procurement, the Procurement Management Plan is vital.
upvoted 1 times

anfacer 2 years, 8 months ago
Selected Answer: D

WPI makes more sense in Control Procurements. The question is more general so Procurement Management Plan should cover all.

upvoted 2 times

anfacer 2 years, 8 months ago

WPI makes more sense in Control Procurements. The question is more general so Procurement Management Plan should cover all.exactly

upvoted 2 times

Peri_ 2 years, 7 months ago

exactly

upvoted 1 times

claudiapatricia777 2 years, 9 months ago

It is D - Procurement Plan,. It is not Work performance information because this is managed in Control Process and not in Manage Process

upvoted 1 times

Question #77 *Topic 1*

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

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Why the other options are incorrect: B. Cost estimates and cost forecasts → These are more relevant to Quantitative Risk Analysis and Cost Management, not qualitative assessments. C. Risk management plan and basis of estimates → While the risk management plan is correct, basis of estimates is more useful in cost control and not a primary input for qualitative risk analysis. D. Assumption log and project charter → The project charter is important during initiation, not during risk analysis.

upvoted 1 times

Pradnyasachin 1 year, 8 months ago

The risk management plan outlines the strategy for managing risks throughout the project, including the approach to identifying, assessing, and responding to risks.

upvoted 1 times

lauracecilia 2 years, 1 month ago

A. 11.3.1.1, and 11.3.1.2.

upvoted 1 times

MFrankieG2022 2 years, 7 months ago

Key document here is the assumption log.

upvoted 4 times

Question #78 *Topic 1*

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

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Key phrase here is "project charter" which = authorization

upvoted 1 times

Bgood 2 years, 1 month ago

A for sure

upvoted 1 times

Question #79 *Topic 1*

Tailoring considerations for project scope management may include:

A. requirements management, stability of requirements, development approach, and validation and control.

B. WBS guidelines, requirements templates, deliverable acceptance forms, and verified deliverables.

C. business needs, product descriptions, project restrictions, and project management plan.

D. issues defining and controlling what is included in the project, verified deliverables, and quality reports.

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Why the other options are incorrect: B. Includes useful artifacts (e.g., WBS guidelines, templates), but these are organizational process assets, not tailoring considerations. C. Lists business inputs and documents, not considerations for customizing scope management processes. D. Mixes scope control issues with quality outputs (e.g., quality reports), which are not part of tailoring scope management.

upvoted 1 times

Rocket20 2 years, 1 month ago

A. Page 133 Tailoring Considerations. 5 diamond points Knowledge and requirements management Validation and control Development approach Stability of requirements Governance

upvoted 1 times

Question #80 *Topic 1*

Which of the following is a category of organizational process assets?

A. Government standards

B. Organizational culture

C. Employee capabilities

D. Organizational knowledge bases

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Why the other options are incorrect: A. Government standards These are Enterprise Environmental Factors (EEFs), external to the organization. B. Organizational culture Also an EEF, because it reflects the broader environment, not a documented process or asset. C. Employee capabilities Considered part of EEFs, especially in assessing resource availability and skills.

upvoted 1 times

ChymKuBoy 1 year, 8 months ago

D for sure

upvoted 1 times

MFrankieG2022 2 years, 1 month ago

Answer is in the question; organizational..

upvoted 1 times

Question #81 *Topic 1*

To which knowledge area does the Collect Requirements process belong?

A. Quality Management

B. Scope Management

C. Cost Management

D. Integration Management

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

101bethie101 Most Recent 1 year, 7 months ago

You gotta collect requirements to create the scope

upvoted 1 times

theplaceholder 2 years ago

correct

upvoted 1 times

Question #82 *Topic 1*

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)

Suggested Answer: *B*
Official Answer: B

Navz Most Recent 2 years, 6 months ago
B Assignment Matrix - Pg 317
upvoted 2 times

Question #83 *Topic 1*

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

Suggested Answer: *A*
Official Answer: A

Currently there are no comments in this discussion, be the first to comment!

Question #84 *Topic 1*

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

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

Rocket20 Most Recent 2 years, 1 month ago

The answer is A

upvoted 1 times

ChymKuBoy 2 years, 2 months ago

A for sure

upvoted 1 times

romelodoctr 2 years, 2 months ago

A is the answer

upvoted 1 times

Zmfoutch 2 years, 6 months ago

High degree of change indicates agile/ adaptive project management, which encourages frequent communication with stakeholders.

upvoted 1 times

anfacer 2 years, 8 months ago

C- Is not correct as the agile encourage frequent meetings with stakeholders, even daily based. There is no monthly recomendation. A- is more correct for me as claudiapatricia says

upvoted 2 times

claudiapatricia777 2 years, 9 months ago

Projects experiencing a high degree of change require active engagement and participation with project stakeholders. To facilitate timely, productive discussion and decision making, adaptive teams engage with stakeholders directly rather than going through layers of management. Often the client, user, and developer exchange information in a dynamic co-creative process that leads to more stakeholder involvement and higher satisfaction. Regular interactions with the stakeholder community throughout the project mitigate risk, build trust, and support adjustments earlier in the project cycle, thus reducing costs and increasing the likelihood of success for the project. In order to accelerate the sharing of information within and across the organization, agile methods promote aggressive transparency. The intent of inviting any stakeholders to project meetings and reviews or posting project artifacts in public spaces is to surface as quickly as possible any misalignment, dependency, or other issue related to the changing project

upvoted 4 times

Question #85 *Topic 1*

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

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

Rocket20 Most Recent 2 years, 1 month ago

A. Competing constraints of scope, schedule, cost, resources, quality and risk should all be addressed by tailoring

upvoted 1 times

Question #86 *Topic 1*

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

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

Pradnyasachin Most Recent 2 years, 2 months ago

Project Integration Management involves coordinating and integrating all aspects of a project from initiation to closure. This includes processes like developing the project charter, creating the project management plan, performing integrated change control, and ensuring overall project coordination.

upvoted 1 times

ChymKuBoy 2 years, 8 months ago

A for sure

upvoted 1 times

Question #87 *Topic 1*

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

A. Implement Risk Responses

B. Plan Stakeholder Engagement

C. Monitor Stakeholder Engagement

D. Plan Quality Management

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Work Performance Information (WPI) is the analyzed version of raw work performance data, providing insight into project progress and status. It is typically an output of monitoring and controlling processes.

upvoted 1 times

Pradnyasachin 2 years, 2 months ago

In this process, Work Performance Information refers to the data collected about project execution and performance, which is used to assess how effectively the project team is engaging stakeholders. This information aids in evaluating the current status of stakeholder engagement and helps in making informed decisions about managing stakeholder relationships throughout the project lifecycle.

upvoted 1 times

Rocket20 2 years, 7 months ago

C. Please see 5.9 Monitor Communications - Outputs - Work Performance information is an output of the stakeholder management plan figure 5-10

upvoted 1 times

peacewishes 2 years, 7 months ago

Typo much.

upvoted 1 times

ChymKuBoy 2 years, 8 months ago

Work performance information is an output of the Monitor Stakeholder Engagement project management process1. It is used to provide stakeholders with information about the project's progress and performance2.

upvoted 2 times

Question #88 *Topic 1*

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

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Why the other options are incorrect: A. Initiating Process Group Used to define a new project or phase—not for managing changes. B. Planning Process Group Involves creating the project management plan, not modifying it during execution. C. Executing Process Group Involves carrying out the plan—not reviewing or approving change requests.

upvoted 1 times

pahkhu 2 years, 1 month ago

We can say that. Change requests are outputs of monitor and control process group. please comment

upvoted 2 times

bigntall1 2 years, 2 months ago

M&C PROCESS GROUP

upvoted 2 times

Question #89 *Topic 1*

Due to today's competitive global market, organizations require more than technical project management skills. Which of the following skills can support long- range strategic objectives that contribute to the bottom line?

A. Planning and risk management skills

B. Communication and time management skills

C. Business intelligence and leadership skills

D. Strategic and business management skills

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

ChymKuBoy Most Recent 2 years, 2 months ago

C for sure

upvoted 2 times

Zmfoutch 2 years, 6 months ago

Poorly written question. Page 57 of PMBOK 6 references the PMI talent triangle. " While TECHNICAL PROJECT MANAGEMENT skills are core to the program and project management, PMI research indicates that they are not enough in todays increasingly complicated and competitive global marketplace. I take that to mean they are specifically referring to technical project management skills not being enough. It wouldn't make sense for PMI to produce and trademark this thing and then say " it's not enough". The book goes on to say that organizations are looking for added skills in leadership and business intelligence and that various organizations state their belief that these competencies can support longer range strategic objectives that contribute to the bottom line. Again, my interpretation is that PMBOK is saying the other two skills (leadership and strategic business management) are the skills needed.

upvoted 1 times

anfacer 2 years, 8 months ago

Tricky question, altough D is the core of talent triange in page 57 states they are not enoguh for long term but ends by saying is good to have balanced. I dont think this questions is well formulated.

upvoted 4 times

ManagerBodia 2 years, 8 months ago

D - p. 56

upvoted 2 times

Question #90 *Topic 1*

For which kind of quantitative risk analysis chart can a tornado diagram represent values?

A. Sensitivity analysis

B. Monte Carlo analysis

C. Expected monetary value analysis

D. Decision tree analysis

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

The tornado diagram is a tool used in sensitivity analysis to show which variables have the greatest impact on project risk or objectives.

upvoted 1 times

pahkhu 2 years, 1 month ago

We use Sensitivity Analysis while Perform Quantitative Risk Analysis. In this way we identify which risk has the greatest impact on project's goals. As an example Tornado diagram, shows risks in descending order depending upon their strength of correlation.

upvoted 2 times

Rocket20 2 years, 1 month ago

A. Tornado Diagram is a special type of bar chart used in sensitivity analysis for comparing the relative importance of variables

upvoted 4 times

Question #91 *Topic 1*

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

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

pahkhu Most Recent 2 years, 1 month ago
Resource requirements is an output of Estimate Activity resources process and Project team assignments is an output of Acquire resources process
upvoted 2 times

ImMaGiiCz 2 years, 2 months ago
C for sure
upvoted 2 times

ChymKuBoy 2 years, 2 months ago
C for sure
upvoted 1 times

Zmfoutch 2 years, 6 months ago
Team assessments happen in develop team, as an output. Therefore they are not an input to a previous process in the planning process.
upvoted 2 times

Zmfoutch 2 years, 6 months ago
Team performance assessments can't happen until the team is developed (9.4) this is 9.1, even with regard to an iterative approach, plan resource management is the HOW we will estimate activity resources (9.2), acquire resources (9.3), develop team (9.4), manage team (9.5) and control resources (9.6). C is the correct answer.
upvoted 1 times

Navz 2 years, 6 months ago
C refer to page 318
upvoted 2 times

anfacer 2 years, 8 months ago
team performance assessments is in Develop Team Output, not Plan Output
upvoted 2 times

anfacer 2 years, 8 months ago
In pg 318 appears the plan may include: Identification of resources, aquiring resources, roles and responsabilities, project charts, resource management, training, team development, resource control, recognition plan
upvoted 2 times

Question #92 *Topic 1*

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.

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

ChymKuBoy Most Recent 1 year, 8 months ago

B for sure

upvoted 1 times

qweds 1 year, 10 months ago

2.4.4.3 PROJECT MANAGEMENT OFFICE The PMO integrates data and information from organizational strategic projects and evaluates how higher-level strategic objectives are being fulfilled.

upvoted 4 times

anfacer 2 years, 2 months ago

A is false while, B,C and D are true however if you want to higligth why PMO is neccesary to your senior, fulfilling company objetives makes more sense

upvoted 1 times

wencai002 3 years, 6 months ago

B P48 2nd last paragraph

upvoted 2 times

Question #93 *Topic 1*

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

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Agile promotes early and continuous quality checks, while Waterfall often defers quality reviews until later stages.

upvoted 1 times

ChymKuBoy 1 year, 8 months ago

A for sure

upvoted 1 times

Question #94 *Topic 1*

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

Suggested Answer: *B*

Official Answer: B

Community vote distribution



Cat2023 Highly Voted 2 years, 3 months ago

B - it makes no sense to tell a low-risk tolerance stakeholder bad news in an informal way.

upvoted 5 times

Pradnyasachin Most Recent 1 year, 8 months ago

A face-to-face meeting offers the project manager the opportunity to convey the difficult update in a controlled and personal environment. It allows for direct interaction, enabling the project manager to address concerns, answer questions, and provide additional context, which might be necessary when dealing with a stakeholder with low risk tolerance. This method can help build trust and understanding, which is often essential when delivering challenging updates to stakeholders.

upvoted 1 times

rachelp 2 years, 1 month ago

it's A. Think of the Power/influence in terms of risk. The Stakehold is low on the grid in regards to the risk. Is the question worded poorly? Absolutely. But I understand how they got to informal

upvoted 1 times

Rocket20 2 years, 1 month ago

Face to Face answer is B

upvoted 1 times

Bgood 2 years, 1 month ago

Definitely want to deliver bad news in person

upvoted 1 times

Cam77 2 years, 2 months ago

B for sure. Face-to-face better than Written Report to deliver bad news and handle follow-up questions/concerns from stakeholders on the fence.

upvoted 1 times

an9sh4 2 years, 2 months ago

It's clearly B

upvoted 1 times

Dar87 2 years, 2 months ago

Face to face for difficult stakeholders

upvoted 1 times

ChymKuBoy 2 years, 2 months ago

B for sure

upvoted 1 times

Zmfoutch 2 years, 6 months ago

When delivering bad news, project manager needs to tell sponsor in person, and reduce confusion with prepared solutions, steps needed and seek consensus. Avoid blame and focus on solutions. Some ambiguity remains as a sponsor is a key stakeholder, but not all stakeholders are key.

upvoted 2 times

DJMCAPM 2 years, 6 months ago

since keeping this stakeholder engaged, is crucial for the project, the best method for communication should be used to ensure the stakeholder proper engagement. so the correct answer is B. face to faceI totally agree. There is no sense that "informal" is right answer.I felt a face to face meeting made more sense initially but can see how they came to "informal". If the stakeholder is risk-averse and there is a negative update they'll take the news easier and remain engaged in the project if it's discussed informally. If a face to face meeting is scheduled it puts more pressure on the situation/update as such a meeting signifies something is seriously wrong.

upvoted 1 times

DJMCAPM 2 years, 6 months ago

since keeping this stakeholder engaged, is crucial for the project, the best method for communication should be used to ensure the stakeholder proper engagement. so the correct answer is B. face to face

upvoted 1 times

NikolaMirilo 2 years, 6 months ago

I totally agree. There is no sense that "informal" is right answer.

upvoted 2 times

NikolaMirilo 2 years, 6 months ago

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upvoted 2 times

cerahkate 2 years, 1 month ago

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upvoted 1 times

Navz 2 years, 6 months ago

D - Written

upvoted 1 times

MP_2022 2 years, 8 months ago

B! Face to face!

upvoted 2 times

Question #95 *Topic 1*

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

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Why the other options are incorrect: A. Expert judgment, data analysis, and interpersonal and team skills → These are general techniques used in many processes, but expert judgment and interpersonal skills are more relevant during planning or identification, not primarily for monitoring. C. Expert judgment, audits, and decision making → "Decision making" is not a primary tool for monitoring risks. Expert judgment may be used, but it's not the core technique here. D. Meetings, data gathering, and expert judgment → "Data gathering" (like interviews) is used more during risk identification or planning, not in the monitoring phase.

upvoted 1 times

JesseChou_123 1 year, 2 months ago

Can' use "expert judgment" when it comes to risk.

upvoted 1 times

ChymKuBoy 1 year, 8 months ago

B for sure

upvoted 1 times

ale1231 3 years, 6 months ago

B. Data analysis, audits, and meetings

upvoted 1 times

UlrichIng 4 years, 4 months ago

B. Data analysis, audits, and meetings

upvoted 1 times

Question #96 *Topic 1*

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

A. Cultural influences

B. Physical environmental elements

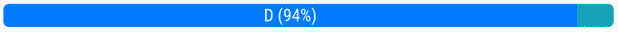
C. Commercial databases

D. Infrastructure

Suggested Answer: *D*

Official Answer: D

Community vote distribution



JesseChou_123 Most Recent 1 year, 1 month ago

Why the other options are incorrect: A. Cultural influences → This refers to external EEFs (e.g., societal culture), not internal. B. Physical environmental elements → These are typically external EEFs (e.g., weather, natural resources). C. Commercial databases → These are considered external EEFs as they are obtained from outside sources (e.g., market studies, risk databases).

upvoted 1 times

Haq47 1 year, 9 months ago

A. Cultural influences Detailed Explanation: Cultural Influences: These include the organizational culture, structure, and governance. Examples are the vision, mission, values, beliefs, cultural norms, leadership style, hierarchy, and authority relationships within the organization. Impact on Projects: Cultural influences can affect communication, decision-making processes, and the overall approach to project management within the organization. Internal EEFs: These factors are internal to the organization and can significantly influence how projects are planned, executed, and controlled. Summary: In summary, cultural influences are a key internal enterprise environmental factor that can impact a project. These influences shape the organizational environment and affect various aspects of project management, including communication, decision-making, and team dynamics. Understanding and managing these cultural factors are crucial for the successful execution of projects within an organization

upvoted 1 times

pahkhu 3 years, 1 month ago

does this mean cultural influences on the project team?

upvoted 1 times

Rocket20 3 years, 1 month ago

D. Infrastructure is an internal environmental factor

upvoted 2 times

TonyTucci 3 years, 1 month ago

It is D.. It is not A..

upvoted 2 times

Nasser100 3 years, 1 month ago

D is right Answer

upvoted 1 times

Zmfoutch 3 years, 6 months ago

Pg. 38 lists infrastructure as an internal EEF. It also lists ORGANIZATIONAL CULTURE, and cultural norms, NOT cultural influences. Cultural influences are listed as external eefs on page 39. D is absolutely correct, per PMBOK 6th.

upvoted 4 times

DJMCAPM 3 years, 6 months ago

D is 100% correct

upvoted 3 times

InsTori 3 years, 6 months ago

P38; While organizational culture is listed as an internal EEF, Infrastructure is what is clearly listed. Cultural influences is actually listed under external EEF on P39. Yet another trick question...

upvoted 3 times

REALPM 3 years, 8 months ago

D SHOULD BE THE ANSWER

upvoted 3 times

anfacer 3 years, 8 months ago

EEF contains infrastructures

upvoted 2 times

SannyBananny 3 years, 8 months ago

Correct Answer is D

upvoted 3 times

claudiapatricia777 3 years, 9 months ago

u Infrastructure. Examples include existing facilities, equipment, organizational telecommunications channels, information technology hardware, availability, and capacity (P38)

upvoted 3 times

Question #97 *Topic 1*

A protect manager needs to request outside support for a statement of work (SOW) that is not precise. Which kind of contract does the project manager need to create?

A. Time and material (T&M)

B. Cost plus fixed fee (CPFF)

C. Fixed price

D. Cost plus award fee (CPAF)

Suggested Answer: *A*
Official Answer: A

Community vote distribution
A (100%)

UlrichIng Highly Voted 4 years, 10 months ago
Time and material contracts (T&M). Time and material contracts (also called time and means) are a hybrid type of contractual arrangement with 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.
upvoted 11 times

JesseChou_123 Most Recent 1 year, 1 month ago
When the statement of work (SOW) is not precise, it means the scope is unclear or not well-defined, making it difficult to estimate costs or deliverables up front. In such cases, the most appropriate contract type is Time and Material (T&M). Time and Material (T&M) Contracts: Used when scope is uncertain. Combines features of cost-reimbursable and fixed-price contracts. Buyer pays for actual time (labor hours) and materials used. Offers flexibility, making it suitable for early project phases or exploratory work.
upvoted 1 times

Pradnyasachin 1 year, 8 months ago
A Time and Material contract type might be suitable when the scope of work or requirements are not well-defined. It allows for flexibility as it involves payments based on the time spent and the materials used. This contract type provides a degree of flexibility to accommodate changes and uncertainties in the project scope or SOW
upvoted 1 times

Rocket20 2 years, 1 month ago
A. T&M
upvoted 2 times

TonyTucci 2 years, 1 month ago
If the contract is not clear, it is best to go with a T&M Fee IMO
upvoted 1 times

ChymKuBoy 2 years, 2 months ago
A for sure
upvoted 1 times

Zmfoutch 2 years, 6 months ago
Per PMBOK 6th, T&M contracts are often used when outside support is needed and a precise statement of work cannot be quickly prescribed.
upvoted 1 times

DJMCAPM 2 years, 6 months ago
A is correct
upvoted 1 times

Deepikaparas 2 years, 7 months ago
Time & Material is used when SOW cannot be defined
upvoted 2 times

Question #98 *Topic 1*

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

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

ChymKuBoy Most Recent 2 years, 2 months ago

C for surr

upvoted 1 times

MFrankieG2022 2 years, 7 months ago

Key thing here is governance framework

upvoted 4 times

Question #99 *Topic 1*

Which set of activities should a project manager use as part of the Develop Team process?

A. Training and establishing ground rules

B. Networking activities and estimating team resources

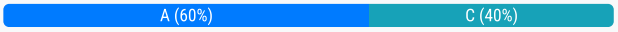
C. Conflict management activities and tracking team performance

D. Recruit new team members and training

Suggested Answer: *C*

Official Answer: C

Community vote distribution



JesseChou_123 Most Recent 1 year, 1 month ago

Why the other options are incorrect: B. Networking activities and estimating team resources → Estimating resources is part of resource planning, not team development. Networking is more relevant to stakeholder engagement. C. Conflict management activities and tracking team performance → Conflict management is part of Manage Team, and tracking performance is done during Monitor and Control, not Develop Team. D. Recruit new team members and training → Recruiting is part of Acquire Resources, not Develop Team.

upvoted 1 times

Haq47 1 year, 9 months ago

The correct set of activities that a project manager should use as part of the Develop Team process is: **A. Training and establishing ground rules** ### Detailed Explanation: - **Training**: Providing team members with the necessary skills and knowledge to perform their roles effectively. This can include formal training sessions, workshops, and on-the-job training. - **Establishing Ground Rules**: Setting clear expectations for team behavior and performance. Ground rules help in creating a positive team environment and ensure that all team members understand the standards and norms for working together. ### Summary: In summary, the Develop Team process involves activities such as training and establishing ground rules. These activities are essential for building a cohesive and high-performing team. Training ensures that team members have the required skills, while ground rules set the expectations for behavior and performance, contributing to a positive and productive team environment.

upvoted 2 times

pahkhu 3 years, 1 month ago

Training is a tool in Develop Team process

upvoted 1 times

TonyTucci 3 years, 1 month ago

It is A because you would have already acquired your resources by Develop Team stage.

upvoted 2 times

THCW 3 years, 1 month ago

The answer is C. The question is asking what are the tools & techniques for the Develop Team process. Training is a T&T used for Developing Teams pg. 342, which is shown in Answer choice A; however, establishing ground rules is a part of the Manage Teams process. Conflict management and tracking individual/team performance are also T&Ts used during the Develop Team process.

upvoted 2 times

Cam77 3 years, 2 months ago

Answer is A for sure. The key is that 'tracking team performance' is part of MANAGE team, not DEVELOP team, as the question asks. PMBOK 6e pg. 307

upvoted 4 times

sham222 3 years, 3 months ago

Tracking team performance is not mentioned in Develop Team therefore the answer isn't C. Actually searching through the digital PMBOK doesn't even find that term. Training is in the Develop Team tools and establishing ground rules is part of Conflict management. So answer A has both tool mentioned in the PMBOK, whereas answer C has only 1 tool mentioned in PMBOK.

upvoted 3 times

DJMCAPM 3 years, 6 months ago

C is the correct answer

upvoted 1 times

limoncello 3 years, 7 months ago

It's C. Ground rules is a tool and technique for manage stakeholder engagement

upvoted 2 times

villainvia 3 years, 7 months ago

C - Conflict management (9.4.2.4) and tracking team performance (9.4.2.7). PMBOK 6e pg. 341-342 (Develop Team > Tools & Techniques)

upvoted 4 times

wencai002 5 years ago

C ground rules from a is in manage team.

upvoted 3 times

Question #100 *Topic 1*

Which set of competencies should a project manager have?

A. Leadership, strategic and business management, and technical project management

B. Expertise in the industry, leadership and business management, and bilingual skills

C. Technical project management, expertise in every rote, and PMP certification

D. Expertise in every detail on project activities, PMP certification, and leadership

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

No need for bilingual nor PMP.

upvoted 1 times

theplaceholder 2 years ago

Correct

upvoted 1 times

Question #101 *Topic 1*

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

Suggested Answer: *B, D*

Official Answer: BD

Community vote distribution



JesseChou_123 1 year, 1 month ago

Key phrase "Control Procurements" which = legal agreement but nothing is Guarantees therefore not C thus BD.

upvoted 1 times

ChymKuBoy 2 years, 2 months ago

From Bing B and D

upvoted 1 times

Raindrop79 2 years, 4 months ago

The key benefit of this process is that it ensures that both the seller's and buyer's performance meet the project's requirements according to the terms of the legal agreement. pG492

upvoted 2 times

Sumbo 2 years, 6 months ago

why not a and b. The Control Procurements process helps ensure that contract performance meets the terms of the legal agreement (B) as it includes monitoring the vendor's performance and addressing any issues that arise. It also enables the development of make-or-buy decisions (A) by identifying the best approach for procuring goods and services. These two benefits help to mitigate risks, manage costs and maintain the quality of the project.

upvoted 3 times

Sumbo 2 years, 6 months ago

why not a and b. The Control Procurements process helps ensure that contract performance meets the terms of the legal agreement (B) as it includes monitoring the vendor's performance and addressing any issues that arise. It also enables the development of make-or-buy decisions (A) by identifying the best approach for procuring goods and services. These two benefits help to mitigate risks, manage costs and maintain the quality of the project.so it is plan procument, not control it

upvoted 3 times

2ef171a Most Recent 1 year ago

so it is plan procument, not control it

upvoted 1 times

Question #102 *Topic 1*

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

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

ChymKuBoy Most Recent 1 year, 8 months ago

B for sure

upvoted 1 times

Question #103 *Topic 1*

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

Suggested Answer: *A*
Official Answer: A

Community vote distribution
A (100%)

JesseChou_123 Most Recent 1 year, 1 month ago
Why the other options are incorrect: B. Includes irrelevant elements (e.g., phone book directory, project charter – which is a separate document not part of the communications plan). C. Includes “project management plan” and “organizational chart,” which are broader planning artifacts—not direct components of the communications management plan. D. Includes items like “constraints from legislation” and “resource management plan” which belong in other subsidiary plans (such as risk, legal, or resource plans), not specifically in communications planning.
upvoted 1 times

MFrankieG2022 2 years, 7 months ago
Key here is 'methods or technologies used to convey the information'
upvoted 2 times

MFrankieG2022 2 years, 7 months ago
Key here is 'methods or technologies used to convey the information'also key word ""Escalation processes""
upvoted 2 times

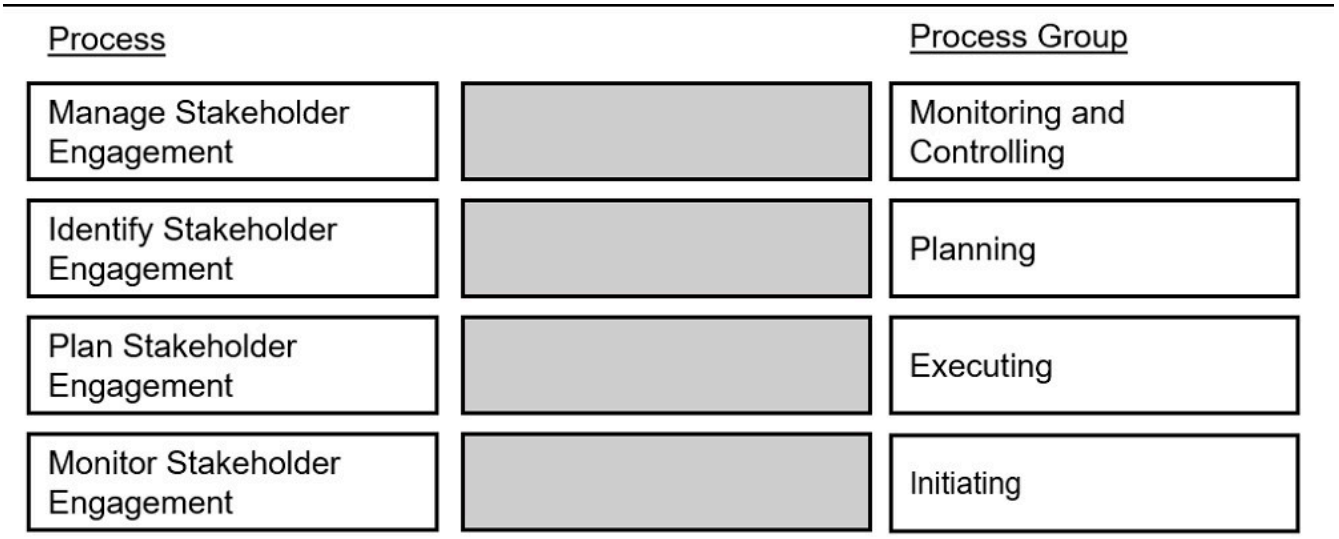
8a6d137_111 1 year, 4 months ago
also key word ""Escalation processes""
upvoted 1 times

DRAG DROP

-

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

Select and Place:



Suggested 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

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

Cyberpleb Most Recent 2 years, 1 month ago

Correct

upvoted 1 times

Rabirulez 2 years, 11 months ago

The correct answer is: Manage Stakeholder: Executing Identify Stakeholder: Initiating Plan: Planning Monitor: Monitoring and controlling

upvoted 2 times

Question #105 *Topic 1*

Which is the order of steps in the Procurement Management process?

A. Identifying and planning procurement requirements, obtaining quotes or proposals, negotiating with vendors, contracting with selected vendors, and controlling procurements.

B. Identifying and planning procurement requirements, negotiating with vendors, contracting with selected vendors, obtaining quotes or proposals, and controlling procurements.

C. Controlling procurements, identifying and planning procurement requirements, obtaining quotes or proposals, negotiating with vendors, and contracting with selected vendors.

D. Obtaining quotes or proposals, identifying and planning procurement requirements, negotiating with vendors, contracting with selected vendors, and controlling procurements.

Suggested Answer: *A*
Official Answer: A

sham222 1 year, 9 months ago
A and B are the same answer choice.oops. forget that comment above lol. It's about the order, not the content.
upvoted 1 times

sham222 1 year, 9 months ago
A and B are the same answer choice.
upvoted 1 times

sham222 Most Recent 1 year, 9 months ago
oops. forget that comment above lol. It's about the order, not the content.
upvoted 2 times

Question #106 *Topic 1*

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

Suggested Answer: *A*
Official Answer: A

Currently there are no comments in this discussion, be the first to comment!

Question #107 *Topic 1*

What process is included in Project Integration Management?

A. Monitor and Control Project Work

B. Control Scope

C. Control Schedule

D. Develop Team

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: B. Control Scope – Part of Project Scope Management C. Control Schedule – Part of Project Schedule Management D. Develop Team – Part of Project Resource Management

upvoted 1 times

michmcgold 1 year, 10 months ago

A> PMBOK 6th Edition - Page 70, point 4.5

upvoted 1 times

Question #108 *Topic 1*

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

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Includes work performance data, which is not an input to Estimate Costs. C. Cost baseline and benefits management plan are not inputs to this process — the cost baseline is an output of Determine Budget. D. Basis of estimates is an output, not an input, of Estimate Costs.

upvoted 1 times

CalvinthePM 2 years, 5 months ago

It's B. Each of the other choices contains an output of other processes. Work performance Data is an input of Control Cost.

upvoted 1 times

CalvinthePM 2 years, 5 months ago

It's B. Each of the other choices contains an output of other processes. Work performance Data is an input of Control Cost.and basis of estimates is an input of Determine Budget process.

upvoted 1 times

pahkhu 2 years, 1 month ago

and basis of estimates is an input of Determine Budget process.

upvoted 1 times

MFrankieG2022 2 years, 7 months ago

list of answers are not great...

upvoted 2 times

Question #109 *Topic 1*

In what type of organizational structure does a project manager develop their role and work with a team assigned by job function?

A. Matrix - strong

B. Matrix - balanced

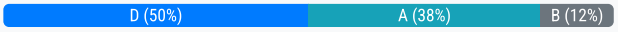
C. Virtual

D. Functional

Suggested Answer: *A*

Official Answer: A

Community vote distribution



JesseChou_123 Most Recent 1 year, 2 months ago

In a Functional structure, the project manager works with a team assigned by job function, and their role is typically limited or supportive — making D. Functional the correct answer.

upvoted 1 times

reve6669 1 year, 7 months ago

D . Functional: In a functional organizational structure, a project manager typically develops their role and works with a team assigned by job function. In this structure, employees report to a functional manager, and the project manager usually has less authority and may rely on functional managers to assign team members with specific expertise.

upvoted 1 times

SamyThangaraju 1 year, 7 months ago

Question is tricky it says....In what type of organizational structure does a project manager "Develop their role" and work with a team "Assigned by job function" Matrix - Balanced: Role is shared, and the project manager has more opportunities to develop and grow their responsibilities in PM & Functional areas.

upvoted 1 times

Erry12 2 years, 1 month ago

Pag 57 6th, matrix strong by job function and full time PM

upvoted 1 times

Pradnyasachin 2 years, 8 months ago

In a functional organizational structure, employees are grouped by their specialized job functions (e.g., marketing, engineering, finance). Project managers typically have limited authority and play a coordinating role. They work with team members who report to their respective functional managers.

upvoted 2 times

mj15 3 years ago

must be A, chart on pg 47 in 6th edition

upvoted 1 times

frogs 3 years, 1 month ago

The right answer

upvoted 1 times

SaidaS 3 years, 2 months ago

Function - functional

upvoted 1 times

adingmaki 3 years, 3 months ago

must be A. reference: PMBOK guide, chatgpt, research

upvoted 3 times

Question #110 *Topic 1*

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

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Project charter – This is not updated for engagement or communication changes. B. Risk management plan – Not directly relevant unless the changes to stakeholder engagement introduce new risks. D. Project charter and communications management plan – The project charter is not updated once the project is approved.

upvoted 1 times

ChymKuBoy 1 year, 8 months ago

C for sure

upvoted 1 times

Question #111 *Topic 1*

In which Project Cost Management process is work performance data included?

A. Plan Cost Management

B. Estimate Costs

C. Determine Budget

D. Control Costs

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Key phrases: "Work Performance Data" which = Control Costs

upvoted 1 times

JesseChou_123 1 year, 2 months ago

Why the other options are incorrect: A. Plan Cost Management – Establishes how costs will be managed, not tracked or monitored. B. Estimate Costs – Develops cost approximations for activities; doesn't deal with actual performance data. C. Determine Budget – Aggregates costs to create a cost baseline; again, not concerned with performance data.

upvoted 1 times

Question #112 *Topic 1*

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

Suggested Answer: *C*
Official Answer: C

UlrichIng Highly Voted 4 years, 10 months ago

First Paragraph at page 300 For example, in agile projects, the Control Quality activities may be performed by all team members throughout the project life cycle. In waterfall model-based projects, the quality control activities are performed at specific times, toward the end of the project or phase, by specified team members.

upvoted 6 times

Question #113 *Topic 1*

What does earned value (EV) measure?

A. Budgeted work that has been completed

B. Total costs incurred while accomplishing work

C. Budget associated with planned work

D. Cost efficiency of budgeted resources

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: B. Total costs incurred while accomplishing work – This describes Actual Cost (AC). C. Budget associated with planned work – This refers to Planned Value (PV). D. Cost efficiency of budgeted resources – This describes Cost Performance Index (CPI)

upvoted 1 times

theplaceholder 2 years ago

Correct

upvoted 1 times

MFrankieG2022 2 years, 7 months ago

Key here 'work that has been completed' --> earned..

upvoted 3 times

Question #114 *Topic 1*

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

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

theplaceholder Most Recent 2 years ago

Correct

upvoted 1 times

ale1231 4 years ago

C. Additional duration estimates in response to identified risks that have been accepted

upvoted 3 times

Loraine40 4 years, 8 months ago

6th edition, of 702 Glossary - contingency reserve is time or money allocated in the schedule or cost baseline for known risks with active strategies.

upvoted 1 times

Question #115 *Topic 1*

Which action should the project manager take after the team finishes executing the scope?

A. Verify the deliverables to ensure that they are correct and meet the customer's satisfaction.

B. Accept all the deliverables and deliver them to the customer for final acceptance.

C. Conduct a joint session with the customer, change the deliverables, and then request approval.

D. Check that all change requests were implemented and release deliverables to the customer.

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: B. Accept all the deliverables and deliver them to the customer for final acceptance → The project manager should not accept all deliverables without validation. They must first ensure the deliverables meet the defined acceptance criteria. C. Conduct a joint session with the customer, change the deliverables, and then request approval → Changes to deliverables require a formal change control process, not just a joint session. Making changes without proper approval may violate the scope baseline. D. Check that all change requests were implemented and release deliverables to the customer → While this is part of project monitoring and control, it skips the crucial validation step and assumes all deliverables are acceptable without review.

upvoted 1 times

theplaceholder 2 years ago

Correct

upvoted 1 times

Question #116 *Topic 1*

Which are the main objectives of Project Risk Management?

A. Increase the probability of positive risks and decrease the probability of negative risks.

B. Avoid all kind of risks.

C. Increase the probability of positive risks and eliminate all negative risks.

D. Identify positive and negative risks.

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

Portulakflower Highly Voted 2 years, 11 months ago

A is correct

upvoted 5 times

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: B. Avoid all kinds of risks – Unrealistic; not all risks can or should be avoided. Some risks are opportunities that can benefit the project. C. Eliminate all negative risks – Elimination is often not possible or cost-effective; the goal is to reduce or mitigate, not necessarily eliminate. D. Identify positive and negative risks – This is part of the process, but not the main objective. Identification alone does not manage the risks.

upvoted 1 times

Rocket20 2 years, 1 month ago

A.is the correct answer

upvoted 1 times

ChymKuBoy 2 years, 2 months ago

it must be A

upvoted 2 times

CalvinthePM 2 years, 5 months ago

It's A. From the Book Chapter 11. "The objectives of project risk management are to increase the probability and/or impact of positive risks and to decrease the probability and/or impact of negative risks, in order to optimize the chances of project success."

upvoted 2 times

CalvinthePM 2 years, 5 months ago

It's A. From the Book Chapter 11. "The objectives of project risk management are to increase the probability and/or impact of positive risks and to decrease the probability and/or impact of negative risks, in order to optimize the chances of project success."A is my choice

upvoted 2 times

turki7013 2 years, 4 months ago

A is my choice

upvoted 1 times

DJMCAPM 2 years, 6 months ago

C is tempting and can be correct since given this opportunity to eliminate all the negative risks project managers would do it. in other words, the ultimate goal is to eliminate risks that result in decreasing the negative risks.

upvoted 1 times

villainvia 2 years, 7 months ago

D is too specific for this question. A is correct.

upvoted 2 times

anfacer 2 years, 8 months ago

A is the one

upvoted 2 times

ale1231 4 years ago

A. Increase the probability of positive risks and decrease the probability of negative risks

upvoted 4 times

Question #117 *Topic 1*

What is the difference between verified and accepted deliverables?

A. Accepted deliverables have been completed and checked for correctness; verified deliverables have been formally approved by the customer or authorized stakeholder.

B. Accepted deliverables have been inspected by the quality team; verified deliverables are outputs from the Validate Scope process.

C. Accepted deliverables have been formally signed off and approved by the authorized stakeholder; verified deliverables have been completed and checked for correctness.

D. Accepted deliverables have been formally accepted by the project manager; verified deliverables are the outputs from the Control Quality process

Suggested Answer: *C*
Official Answer: C

MFrankieG2022 Most Recent 2 years, 7 months ago
Key here is '...signed off and approved by the authorized stakeholder;...'
upvoted 1 times

ale1231 4 years ago
C. Accepted deliverables have been formally signed off and approved by the authorized stakeholder; verified deliverables have been completed and checked for correctness.
upvoted 3 times

Question #118 *Topic 1*

What statement describes the function or responsibility of a project manager?

A. Works with the sponsor to address internal political and strategic issues that may impact the team

B. Seeks ways to develop relationships that assist the team in achieving organizational goals and objectives

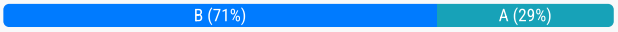
C. Ensures that the project's business operations are efficient

D. Provides management oversight tor a project's functional or business units

Suggested Answer: *B*

Official Answer: B

Community vote distribution



JesseChou_123 Most Recent 1 year, 2 months ago

Why the others are incorrect: A. Works with the sponsor to address internal political and strategic issues — This is more aligned with the project sponsor's role, not the project manager's core responsibility. C. Ensures that the project's business operations are efficient — This sounds like an operations manager role, not specific to project management. D. Provides management oversight for a project's functional or business units — This reflects the responsibility of a functional manager, not a project manager.

upvoted 1 times

8a6d137_111 1 year, 3 months ago

PMBOK section 1.2.3.6 B is correct. Answer A is referring to influence of PM not the responsibility.

upvoted 1 times

Pradnyasachin 1 year, 8 months ago

Project managers play a pivotal role in fostering relationships within the team and across stakeholders to facilitate goal achievement. Building and maintaining relationships are essential for effective communication, collaboration, and alignment with organizational objectives, ultimately contributing to project success.

upvoted 2 times

examworld 2 years ago

A page 55. " The project manager also Works with the project sponsor to address internal political and strategic issues that may impact the team or the viability Or quality of the project"

upvoted 1 times

JDA51 2 years, 1 month ago

ACD are too limited. B

upvoted 3 times

ChymKuBoy 2 years, 2 months ago

A. Works with the sponsor to address internal political and strategic issues that may impact the team. This statement describes a function or responsibility of a project manager that involves communicating with stakeholders and managing risks.

upvoted 2 times

adingmaki 2 years, 3 months ago

refer back to page 54. 3.3.3. THE ORGANIZATION It also says alignment of project goals and objectives with those of the organization.

upvoted 1 times

sham222 2 years, 3 months ago

FWIW both 3.5 and 4.0 versions of ChatGPT say it's B.I asked GPT today and it's saying A: The correct answer is A. Works with the sponsor to address internal political and strategic issues that may impact the team. A project manager is responsible for overseeing and managing a project from initiation to completion. This includes various functions and responsibilities, such as communication, coordination, risk management, and stakeholder engagement. One of the critical tasks a project manager is expected to perform is to work closely with the project sponsor to address any internal political dynamics or strategic issues that might influence the project's progress or the team's ability to achieve its goals. While the other statements might also reflect certain aspects of a project manager's responsibilities, option A specifically addresses the involvement of a project manager in addressing internal political and strategic issues with the project sponsor.

upvoted 3 times

sham222 2 years, 3 months ago

Selected Answer: B

FWIW both 3.5 and 4.0 versions of ChatGPT say it's B.

upvoted 3 times

theplaceholder 2 years ago

I asked GPT today and it's saying A: The correct answer is A. Works with the sponsor to address internal political and strategic issues that may impact the team. A project manager is responsible for overseeing and managing a project from initiation to completion. This includes various functions and responsibilities, such as communication, coordination, risk management, and stakeholder engagement. One of the critical tasks a project manager is expected to perform is to work closely with the project sponsor to address any internal political dynamics or strategic issues that might influence the project's progress or the team's ability to achieve its goals. While the other statements might also reflect certain aspects of a project manager's responsibilities, option A specifically addresses the involvement of a project manager in addressing internal political and strategic issues with the project sponsor.

upvoted 1 times

k_I_N_G 2 years, 4 months ago

THINK about project only

upvoted 2 times

CalvinthePM 2 years, 5 months ago

From 3.2 3.2 DEFINITION OF A PROJECT MANAGER The role of a project manager is distinct from that of a functional manager or operations manager. Typically, the functional manager focuses on providing management oversight for a functional or business unit. Operations managers are responsible for ensuring that business operations are efficient. The project manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives. It's clearly not C or D, but A and B are pretty bad too.

upvoted 3 times

Lawwwww 2 years, 6 months ago

B is wrong. The project manager seeks ways to develop relationships that assist the team in achieving the goals and objectives of the project. Not the goals and objectives of the organization.

upvoted 2 times

Jerin33063 2 years, 8 months ago

C is operations manager D is functional manager page#52A page#55

upvoted 1 times

Jerin33063 2 years, 8 months ago

C is operations manager D is functional manager page#52

upvoted 1 times

Jerin33063 2 years, 8 months ago

A page#55

upvoted 1 times

JonaLomu 2 years, 11 months ago

It's B --> 3.3.3 THE ORGANIZATION

upvoted 2 times

JonaLomu 2 years, 11 months ago

3.3.3 THE ORGANIZATION Interacting with other project managers helps to create a positive influence for fulfilling the various needs of the project. These needs may be in the form of human, technical, or financial resources and deliverables required by the team for project completion. The project manager seeks ways to develop relationships that assist the team in achieving the goals and objectives of the project.

upvoted 3 times

kayone 2 years, 11 months ago

PMBOK pg. 55: PjM also works with project sponsor to address internal political and strategic issues that may impact team. Not B - projects are a means of achieving organizational goals and objectives (pg. 17). Not C - Operational Manager. Not D - Functional Manager.

upvoted 1 times

Question #119 *Topic 1*

A project manager is analyzing a few network diagrams in order to determine the minimum duration of a project. Which diagram should the project manager reference?

A. A diagram in which resource optimization has been applied.

B. A diagram in which the critical path method has been applied.

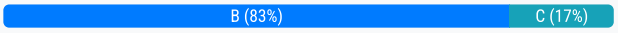
C. A diagram in which a predefined series of activities has been organized.

D. A diagram which shows a combination of resource and time optimization.

Suggested Answer: *B*

Official Answer: B

Community vote distribution



JesseChou_123 Most Recent 1 year, 2 months ago

minimum project duration = Critical Path Method (CPM)

upvoted 1 times

theplaceholder 2 years ago

Definitely B

upvoted 1 times

Cam77 2 years, 2 months ago

B for sure

upvoted 1 times

ChymKuBoy 2 years, 2 months ago

It must be B The best diagram to reference for determining the minimum duration of a project is B. A diagram in which the critical path method has been applied. The critical path method is a technique that identifies the longest sequence of activities in a network diagram that must be completed on time for the project to meet its deadlinehttps://www.projectmanager.com/blog/network-diagrams-free-tools. The duration of the critical path is the minimum duration of the project. By applying the critical path method, a project manager can see which activities are critical and which ones have some flexibility or slack.

upvoted 2 times

Bertrm334 2 years, 4 months ago

For sure B

upvoted 1 times

CalvinthePM 2 years, 5 months ago

This is talking about Develop Schedule --> Schedule Network Analysis, which comes after Estimating and Sequencing activities. From the book 6.4.2.1: Schedule network analysis is the overarching technique used to generate the project schedule model. It employs several other techniques such as critical path method (described in Section 6.5.2.2), resource optimization techniques (described in Section 6.5.2.3), and modeling techniques (described in Section 6.5.2.4). Since Schedule Network Analysis uses both critical path method and resource optimization, and each of these answers are represented here, it can't be either one of them. My vote goes for (C), because that describes sequencing which is necessary before the schedule can be developed.

upvoted 1 times

Question #120 *Topic 1*

The features and functions that characterize a result product, or service can refer to:

A. project scope

B. product scope

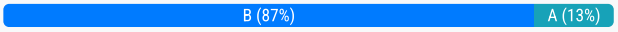
C. service scope

D. product breakdown structure

Suggested Answer: *B*

Official Answer: B

Community vote distribution



CalvinthePM Highly Voted 2 years, 5 months ago

Product Scope-The features and functions that characterize a product, service, or result P131

upvoted 10 times

MV87 Highly Voted 2 years, 8 months ago

B-PRODUCT SCOPE

upvoted 6 times

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Project scope – Refers to the work required to deliver a product, service, or result with the specified features and functions (i.e., product scope). C. Service scope – Not a standard PMI term; it's not defined as a formal concept in the PMBOK Guide. D. Product breakdown structure (PBS) – A tool used to decompose the product into its components; not the definition of product features and functions themselves.

upvoted 1 times

WilliEd 2 years ago

Scope can refer to product scope (the features and functions that characterize a product, service, or result), or to project scope (the work performed to deliver a product, service, or result with the specified features and functions).

upvoted 1 times

examworld 2 years ago

B Product Scope Page 131 "Product scope. The features and functions that characterize a product, service, or result."

upvoted 1 times

sas2223 2 years, 1 month ago

In Project Management, product is a subset of project. so answer is project scope.

upvoted 1 times

bramirezb593 2 years, 1 month ago

Product scope. The features and functions that characterize a product, service, or result. P131

upvoted 1 times

Tadpole1 2 years, 2 months ago

Features and Functions represent Product Scope.

upvoted 2 times

DeeDeewhy 2 years, 3 months ago

B. Product Scope

upvoted 2 times

k_I_N_G 2 years, 4 months ago

right is A

upvoted 3 times

InsTori 2 years, 6 months ago

Product Scope-The features and functions that characterize a product, service, or result P131

upvoted 3 times

anfacer 2 years, 8 months ago

Product scope: The features and functions that characterize a product, service or result p131

upvoted 5 times

SUKHMANIIII 2 years, 11 months ago

Product scope

upvoted 4 times

surabhitiwary6 2 years, 11 months ago

IT IS B- PRODUCT SCOPE

upvoted 4 times

UlrichIng 4 years, 10 months ago

5.3.3.1 PROJECT SCOPE STATEMENT

upvoted 2 times

Question #121 *Topic 1*

A project manager needs to demonstrate that the project meets quality standards and success criteria. For that reason, the project manager is defining the quality objectives of the project, the quality tools that will be used, and quality metrics for the project deliverables.
Which process is the project manager executing?

A. Manage Quality

B. Plan Quality Management

C. Control Quality

D. Plan Scope Management

Suggested Answer: *B*
Official Answer: B

Community vote distribution
B (100%)

JesseChou_123 Most Recent 1 year, 1 month ago
The scenario describes a project manager who is: Defining quality objectives Identifying quality tools Specifying quality metrics These actions occur during the planning phase of quality management. Specifically, they are part of the Plan Quality Management process.
upvoted 1 times

JesseChou_123 1 year, 2 months ago
Why the other options are incorrect: A. Manage Quality – Focuses on implementing the quality plan and performing quality assurance, not defining the metrics and tools. C. Control Quality – Involves monitoring and verifying that outputs meet quality standards, usually after deliverables are produced. D. Plan Scope Management – Relates to defining how scope will be managed, not quality.
upvoted 1 times

Lawwwww 2 years ago
The key is quality matrix.
upvoted 2 times

Question #122 *Topic 1*

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

Suggested Answer: *A*
Official Answer: A

wootteo Most Recent 2 years, 1 month ago

A Collect Requirements is the process of determining, documenting, and managing stakeholder needs and requirements to meet objectives.

upvoted 3 times

Jerin33063 2 years, 8 months ago

Page 138

upvoted 2 times

Question #123 *Topic 1*

Which set of tools and techniques is useful for estimating activity durations for the project schedule?

A. Brainstorming. Monte Carlo simulation, analogous estimation

B. Three-point estimation, resources leveling, iteration burndown chart

C. Milestone charts, parametric estimation, schedule baseline

D. Parametric estimation, three-point estimation, meetings

Suggested Answer: *D*

Official Answer: D

Community vote distribution



JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Brainstorming helps identify risks or ideas, not directly used for estimating durations. Monte Carlo simulation is more relevant for quantitative risk analysis. Analogous estimation is valid but not paired well with the other two here. B. Resource leveling is a schedule development technique, not a duration estimation tool. Iteration burndown charts are Agile tracking tools, not duration estimation methods. C. Milestone charts and schedule baselines are outputs, not estimation techniques.

upvoted 1 times

theplaceholder 2 years ago

Richard Vargas' process flow helps a lot with these questions: Estimate Activity Durations 5.9 SCHEDULE INPUTS 1. Project management plan 2. Project documents 3. Enterprise environmental factors 4. Organizational process assets TOOLS & TECHNIQUES 1. Expert judgment 2. Analogous estimating 3. Parametric estimating 4. Three-point estimating 5. Bottom-up estimating 6. Data analysis 7. Decision making 8. Meetings OUTPUTS 1. Duration estimates 2. Basis of estimates 3. Project documents updates

upvoted 2 times

examworld 2 years ago

answer is D page196

upvoted 1 times

pahkhu 2 years, 1 month ago

Monte Carlo Simulation is a Quantitative Risk analysis technique

upvoted 2 times

MFrankieG2022 2 years, 7 months ago

Key word is estimation --> 'Parametric estimation, three-point estimation...'

upvoted 2 times

Question #124 *Topic 1*

A project manager can choose from several techniques to resolve conflicts between team members. Which technique can result in a win-win situation?

A. Collaborate/Problem Solve

B. Compromise/Reconcile

C. Smooth/ Accommodate

D. Withdraw/Avoid

Suggested Answer: *A*
Official Answer: A

Jerin33063 Most Recent 2 years, 8 months ago
A pg.349
upvoted 2 times

Question #125 *Topic 1*

What should a project manager do to prepare a risk management plan in a project with a lot of technical uncertainty?

A. Get expert judgment

B. Count on personal experience

C. Ask project sponsors

D. Delay the project until technical uncertainty is clarified

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

Rocket20 Most Recent 2 years, 1 month ago

A. expert judgement

upvoted 1 times

ChymKuBoy 2 years, 2 months ago

A for sure

upvoted 2 times

Zepo 2 years, 4 months ago

It's definitely A

upvoted 4 times

CalvinthePM 2 years, 5 months ago

A. Expert Judgement! Asking the project sponsor IS expert judgement!

upvoted 3 times

DJMCAPM 2 years, 6 months ago

A correct

upvoted 1 times

limoncello 2 years, 7 months ago

expert judgement

upvoted 2 times

SUKHMANIIII 2 years, 11 months ago

get expert judgement

upvoted 3 times

Question #126 *Topic 1*

A project using the agile/adaptive approach has reached the Project Integration Management phase. What is the project manager's key responsibility during this phase?

A. Defining the scope of the project

B. Building a collaborative environment

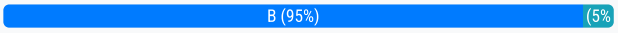
C. Creating a detailed project management plan

D. Directing the delivery of the project

Suggested Answer: *B*

Official Answer: B

Community vote distribution



kayone Highly Voted 2 years, 11 months ago

PMBOK pg. 74 Considerations for Agile Adaptive Environments: PjM's focus is on building a collaborative decision-making environment and ensuring team has ability to respond to changes.

upvoted 8 times

JesseChou_123 Most Recent 1 year, 1 month ago

Key phrase "Integration" which = collaborative

upvoted 1 times

JesseChou_123 1 year, 2 months ago

Why the other options are incorrect: A. Defining the scope of the project – In Agile, scope evolves throughout the project. It's defined incrementally, not in a single phase. C. Creating a detailed project management plan – Agile uses lightweight, iterative planning (e.g., product roadmaps, release plans) rather than a comprehensive upfront plan. D. Directing the delivery of the project – In Agile, delivery is team-driven, with the PM acting more as a facilitator or servant leader, not a traditional "director."

upvoted 2 times

Pradnyasachin 1 year, 8 months ago

This phase emphasizes collaboration, communication, and teamwork among the project's various elements. The project manager plays a crucial role in fostering collaboration, ensuring effective communication channels, and promoting a collaborative environment where team members can work together efficiently to achieve project objectives.

upvoted 1 times

michmcgold 1 year, 10 months ago

Page 91 in the Agile Practice Guide - Table A1-2 Application of Agile in PMBOK Guide Knowledge Areas, Section 4 Project Integration Management. In the column to the right "Application in an Agile Work Process" it states "The project manager's focus is on building a collaborative decision-making environment and ensuring the team has the ability to respond to changes."

upvoted 1 times

uyentran04 2 years ago

I don't understand why C is correct. Can someone help explain?it's not, B is the correct answer. You don't create a detailed project management plan in an Agile environment.

upvoted 1 times

uyentran04 2 years ago

I don't understand why C is correct. Can someone help explain?

upvoted 1 times

theplaceholder 2 years ago

it's not, B is the correct answer. You don't create a detailed project management plan in an Agile environment.

upvoted 2 times

peacewishes 2 years, 1 month ago

Since when is Integration a phase? I thought it was a knowledge area spanning all five process groups.

upvoted 3 times

ChymKuBoy 2 years, 2 months ago

B for sure

upvoted 1 times

qweds 2 years, 4 months ago

Selected Answer: C

If you see Project Management Process Group and Knowledge Area Mapping table, we are in Project Integration Management, only option that matches the criteria is Develop Project Management Plan

upvoted 1 times

qweds 2 years, 4 months ago

If you see Project Management Process Group and Knowledge Area Mapping table, we are in Project Integration Management, only option that matches the criteria is Develop Project Management PlanWould you mind to explain more? I thought Develop Project Management plan is for predictive approach. Does AGILE approach also have a DETAILED project management plan?this question is poorly written and putting you off. think logically about what you would do in an agile environment. would you create a detailed PMP? no, you would not. you would foster collaboration and ensure that the cross functional team members have the resources needed to complete the iteration at hand.

upvoted 1 times

uyentran04 2 years ago

Would you mind to explain more? I thought Develop Project Management plan is for predictive approach. Does AGILE approach also have a DETAILED project management plan?

upvoted 2 times

theplaceholder 2 years ago

this question is poorly written and putting you off. think logically about what you would do in an agile environment. would you create a detailed PMP? no, you would not. you would foster collaboration and ensure that the cross functional team members have the resources needed to complete the iteration at hand.

upvoted 1 times

CalvinthePM 2 years, 5 months ago

MBOK pg. 74 Considerations for Agile Adaptive Environments: PjM's focus is on building a collaborative decision-making environment and ensuring team has ability to respond to changes.

upvoted 4 times

anfacer 2 years, 8 months ago

pg 91PM's focus is on building a collaborative decision-making environment and ensuring team has ability to respond to change

upvoted 3 times

Question #127 *Topic 1*

Which statement describes the relationship between Manage Quality process and Control Quality process?

A. Manage Quality is all about following planned processes and procedures for quality, while Control Quality is about making sure that the product which is produced conforms to customer specifications.

B. Control Quality is all about following planned process and procedures for quality, while Manage Quality is about making sure that the product which is produced conforms to customer specifications.

C. Manage Quality and Control Quality are the same.

D. Manage Quality is part of Quality Management and Control Quality is a subset of the Stakeholder Management Process group.

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: B. This reverses the definitions of Manage and Control Quality. C. They are not the same; they have different focus areas (process vs. product). D. Control Quality is not part of Stakeholder Management; it belongs to Project Quality Management.

upvoted 1 times

theplaceholder 2 years ago

Correct

upvoted 1 times

Question #128 *Topic 1*

At what stages of a project should the Identify Stakeholders process be performed?

A. When beginning each phase of the project

B. At the beginning of the project only

C. Only when the project manager is concerned about stakeholder satisfaction

D. When the project charter is produced, at the beginning of each phase, and when significant changes occur

Suggested Answer: *D*
Official Answer: D

Currently there are no comments in this discussion, be the first to comment!

Question #129 *Topic 1*

A stakeholder is reading project documents given by the project manager. The stakeholder is curious about the difference between a verified deliverable and an accepted deliverable.
Which of the following definitions can the project manager use to explain the difference?

A. An accepted deliverable is approved by the project team; a verified deliverable is approved and formally signed off by the customer or sponsor.

B. An accepted deliverable has been checked and confirmed for accuracy through the Control Quality process; a verified deliverable meets acceptance criteria that is formally signed off and approved by the customer or sponsor.

C. An accepted deliverable meets acceptance criteria and is formally signed off and approved by the customer or sponsor a verified deliverable is a completed project deliverable that has been checked and confirmed for accuracy through the Control Quality process.

D. An accepted deliverable meets acceptance criteria and is signed off by the project manager; a verified deliverable meets acceptance criteria and is signed off by the customer or sponsor.

Suggested Answer: *C*
Official Answer: C

ale1231 Most Recent 2 years ago
C. An accepted deliverable meets acceptance criteria and is formally signed off and approved by the customer or sponsor a verified deliverable is a completed project deliverable that has been checked and confirmed for accuracy through the Control Quality process.
upvoted 4 times

Galymmm1 2 years, 5 months ago
Right answer C. Look Glossary
upvoted 3 times

Question #130 *Topic 1*

Considering a highly dynamic project environment, which approach should the project manager adopt to manage the project team?

A. A self-organizing approach to increase team focus and maximize collaboration

B. A virtual team to minimize feeling of isolation and gaps on sharing knowledge

C. A distributed team to improve tracking progress, productivity, and performance

D. A norming approach that requires team members to adjust their behavior and work together

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Key phrases "highly dynamic" which = collaboration

upvoted 1 times

JesseChou_123 1 year, 2 months ago

Why the other options are incorrect: B. A virtual team – Refers to team structure/location, not an approach to managing dynamic environments. While helpful in remote settings, it's not specific to adaptability. C. A distributed team – Again, this is about team geography and not a management approach focused on agility or collaboration. D. A norming approach – Refers to a stage in Tuckman's team development model, not a project management strategy for dynamic environments. It's descriptive, not prescriptive.

upvoted 1 times

theplaceholder 2 years ago

well imma be here for a while, longer than i did expect to i was out of town, getting lost til i was rescued i was in the clouds, come down when i run out of jet fuel but i never run out of jet fuel

upvoted 1 times

examworld 2 years ago

answer A page 310 self-organizing teams

upvoted 1 times

pahkhu 2 years, 1 month ago

As per Tuckman ladder. Norming is among the five stages of team development.

upvoted 1 times

andy20166 2 years, 1 month ago

Definitely A

upvoted 1 times

Dar87 2 years, 2 months ago

Because this an agile question

upvoted 1 times

limoncello 2 years, 7 months ago

A: for agile -> self organizing team

upvoted 1 times

anfacer 2 years, 8 months ago

In agile enviroments self-organizating teams is used

upvoted 2 times

Question #131 *Topic 1*

How is the Project Scope Management process different in agile and adaptive projects than in traditional projects?

A. Less time spent on defining scope early on

B. More time spent on defining scope early on

C. Less time spent on scope management process

D. Project scope management is the same in all projects

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: B. More time spent on defining scope early on – This applies to traditional, not Agile, approaches. C. Less time spent on scope management process – Time is still spent on scope management in Agile, but it's spread throughout the project. D. Project scope management is the same in all projects – This is incorrect; the approach to managing scope differs significantly between predictive and adaptive environments.

upvoted 1 times

theplaceholder 2 years ago

they ask me where I'm going from here sh*t, anywhere as long as the runway is clear

upvoted 1 times

Question #132 *Topic 1*

What is the purpose of the project management process groups?

A. To define a new project

B. To track and monitor processes easily

C. To logically group processes to achieve specific project objectives

D. To link specific process inputs and outputs

Suggested Answer: *C*
Official Answer: C

alex903 Most Recent 2 years, 1 month ago

C. 1.2.4.5 pg. 23 sixth edition book.

upvoted 2 times

Question #133 *Topic 1*

After an internal deliverable review session with the team, the project manager identifies some issues that need to be fixed before submitting the deliverable for formal approval. The project manager will need to manage the additional costs and time for the required rework.
How would the project manager define these extra costs?

A. Appraisal costs

B. Management reserves

C. Cost of nonconformance

D. Cost of conformance

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

UlrichIng Highly Voted 4 years, 10 months ago
C. Cost of nonconformance
upvoted 6 times

JesseChou_123 Most Recent 1 year, 2 months ago
Why the other options are incorrect: A. These are the costs associated with evaluating or inspecting deliverables to ensure quality (e.g., testing, reviews). They do not include rework. B. These are budget buffers set aside for unknown-unknowns (unforeseen risks). They're not meant to directly cover quality-related rework due to known issues. D. These are costs incurred to prevent defects, such as training, quality audits, and process improvements—not the cost of correcting them.
upvoted 1 times

Rabirulez 1 year, 10 months ago
How is it a non-conformance. It was detected by the project manager internally. Non-conformance or defect repair is when it the issue is picked by the user isn't it?
upvoted 1 times

theplaceholder 2 years ago
but imma purchase when the day is jerkin pull off @ church's with pirellis skirtin
upvoted 2 times

Rocket20 2 years, 1 month ago
C. Cost of non-conformance it is re-work
upvoted 2 times

ChymKuBoy 2 years, 2 months ago
C for sure
upvoted 1 times

PM01950 2 years, 2 months ago
Absolutely C, that's a nonconformance cost
upvoted 1 times

anfacer 2 years, 8 months ago
Its a rework so, it is a non conformance. Appraisal relates to cost for audits and testing deliberables
upvoted 3 times

ale1231 4 years ago
C. Cost of nonconformance
upvoted 4 times

Question #134 *Topic 1*

During which process of Project Cost Management does a project manager produce the cost baseline?

A. Estimate Costs

B. Control Schedule

C. Determine Budget

D. Develop Project Charter

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Estimate Costs: This is where individual cost estimates for activities or resources are developed, but not aggregated into a budget. B. Control Schedule: This is part of Project Schedule Management, not directly related to cost or budgets. D. Develop Project Charter: This is an initiating process that defines high-level funding requirements but does not produce the detailed cost baseline.

upvoted 1 times

alex903 2 years, 1 month ago

C. Pg. 231; sixth edition book.

upvoted 1 times

Question #135 *Topic 1*

Company A's accountant sends notification about a change in the company's tax classification. Why would a project have to be initiated?

A. To change business and technological strategies

B. To improve processes and services

C. To meet regulatory and legal requirements

D. To satisfy stakeholder requests

Suggested Answer: *C*
Official Answer: C

Currently there are no comments in this discussion, be the first to comment!

Question #136 *Topic 1*

The project manager is using co-location and providing training to the project team. On which of the following Project Resource Management processes is the project manager working?

A. Acquire Resources

B. Control Resources

C. Manage Team

D. Develop Team

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

theplaceholder Most Recent 2 years ago

Correct

upvoted 1 times

Hungdv 2 years, 5 months ago

D is answer

upvoted 2 times

Question #137 *Topic 1*

In an adaptive or agile life cycle, how are the customer and sponsor involved in the project scope management activities?

A. Involvement is needed only during project initiation

B. Minimal involvement of stakeholders is sufficient

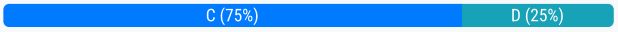
C. They should be continuously engaged

D. They should be involved only during phase or deliverable reviews

Suggested Answer: *C*

Official Answer: C

Community vote distribution



Fav24 Most Recent 1 year, 11 months ago

the answer is C

upvoted 1 times

Amylsmith25 2 years, 10 months ago

C - Overall, the customer and sponsor have a continuous and collaborative involvement in project scope management activities in adaptive or agile life cycles. Their active participation ensures that the project stays aligned with their needs and expectations.

upvoted 2 times

theplaceholder 3 years ago

100% C

upvoted 3 times

garlicbread 3 years, 1 month ago

The word only in D disqualies it

upvoted 3 times

adingmaki 3 years, 3 months ago

Should be C. the word "ONLY" disqualifies D.

upvoted 2 times

Myriam_Andrea 3 years, 4 months ago

C is correct, according to Chat GPT

upvoted 1 times

anfacer 3 years, 8 months ago

Tricky question, manual says continuolsy engagement in deliverablees as they are created, and mention Validate and Control Scope which are the end of an iteration. I think is D.

upvoted 2 times

wencai002 5 years ago

c continuously engaged

upvoted 3 times

Question #138 *Topic 1*

A project manager is launching an information system to provide a lessons learned database. This action is necessary for recipients to access content at their own discretion. Which communication method is described?

A. Push communication

B. Pull communication

C. Interactive communication

D. Stakeholder communication

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Push communication: This involves sending information directly to recipients, such as via email, newsletters, or reports — not applicable here. C. Interactive communication: This is two-way, real-time exchange like meetings, calls, or chats. D. Stakeholder communication: Not a communication method — this is a broad term that includes various communication strategies tailored to stakeholders.

upvoted 1 times

UlrichIng 1 year, 10 months ago

Pull Communication

upvoted 3 times

Question #139 *Topic 1*

A project manager has to share a status report with a new stakeholder and is trying to determine the level of detail to include in the report. Which document best details the information the project manager needs to make this decision?

A. Organizational process assets

B. Change management plan

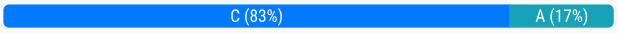
C. Communications management plan

D. Resource management plan

Suggested Answer: *C*

Official Answer: C

Community vote distribution



JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Organizational Process Assets (OPAs): These may provide templates or historical data, but not stakeholder-specific communication needs. B. Change Management Plan: This outlines how changes are handled on the project, not how communication is tailored. D. Resource Management Plan: This focuses on how team members and other resources are acquired, managed, and released—not on communication.

upvoted 1 times

ASCAPM 2 years, 9 months ago

Communications management plan

upvoted 4 times

Qeyamuddin 2 years, 9 months ago

why not AStatus report

upvoted 1 times

Qeyamuddin 2 years, 9 months ago

Selected Answer: A

why not A

upvoted 1 times

Cyberpleb 2 years ago

Status report

upvoted 1 times

Question #140 *Topic 1*

The project manager is explaining to others the essential business aspects of the project. To which skill category does this ability belong?

A. Technical project management skills

B. Time management skills

C. Strategic and business management skills

D. Leadership skills

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Key phrases "business aspects of the project" which = Strategic

upvoted 1 times

JesseChou_123 1 year, 2 months ago

Here's how the other options relate but don't apply in this context: A. Technical project management skills involve knowledge of project tools, techniques, and processes—not necessarily business strategy. B. Time management skills are about scheduling, deadlines, and productivity, not business understanding. D. Leadership skills involve motivating and guiding people, but not specifically explaining business value. □ C is correct because the focus is on conveying business-related knowledge and strategic alignment.

upvoted 1 times

Question #141 *Topic 1*

What tool should a project manager use to efficiently manage project resources?

A. List of project resources

B. Resource breakdown structure

C. Resources detailed in the project scope

D. Resource requirements

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. List of project resources: This provides information but lacks structure and hierarchy, making it less efficient for management. C. Resources detailed in the project scope: Scope documents describe what the project will deliver, not how to manage resources. D. Resource requirements: These describe what resources are needed, but they are typically input for planning—not a tool for managing them efficiently.

upvoted 1 times

lauracecilia 2 years, 1 month ago

RBS is a tool from T&T hierarchicals diagrams on 9.1.2.2. Data representation.

upvoted 2 times

UlrichIng 4 years, 10 months ago

No answer if we refer to 6th edition of PMBOK

upvoted 1 times

Question #142 *Topic 1*

Which process is engaged when a project team member makes a change to project budget with the project manager's approval?

A. Manage Cost Plan

B. Estimate Costs

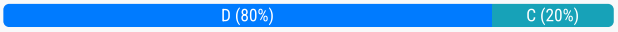
C. Determine Budget

D. Control Costs

Suggested Answer: *D*

Official Answer: D

Community vote distribution



Hungdv Highly Voted 3 years, 5 months ago

D is answer. The Control Costs process is part of the Project Cost Management knowledge area and is focused on monitoring the status of the project to update project costs and manage changes to the cost baseline. In this process, the project manager reviews the project's actual costs and compares them to the planned costs to identify variances. If a project team member makes a change to the project budget with the project manager's approval, this change would be captured and documented as part of the Control Costs process.

upvoted 5 times

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Manage Cost Plan: This is not a standard PMI process; possibly a distractor or mislabeling. B. Estimate Costs: This is used to develop approximations of project costs, not to manage or implement budget changes. C. Determine Budget: This aggregates estimated costs into a budget baseline, but does not cover changes after approval.

upvoted 1 times

Fav24 1 year, 11 months ago

Control Costs is where the actual budget changes and adjustments occur.

upvoted 1 times

theplaceholder 2 years, 12 months ago

Definitely D.

upvoted 3 times

crystal311o 3 years ago

It should be D. PMBok pg.622 says, "Control Costs is the process of monitoring the status of the project to update the project costs and managing changes to the cost baseline. Key benefit is that the cost baseline is maintained throughout the project." Whereas on pg. 248, "Determine Budget is aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline. Key Benefit is that it determines the cost baseline against which project performance can be monitored and controlled."

upvoted 3 times

adingmaki 3 years, 3 months ago

It's D. Project manager needs stakeholder/ CCB approval. Imagine your team member changing the project budget without your stakeholders knowing. Just the PM approving it. It's a disaster. No change requests in determine budget strictly speaking. Also change in budget means change in other aspects such as schedule activities and resources. Which ultimately goes back to the control

upvoted 3 times

anfacer 3 years, 8 months ago

C determine budget. control cost is used to determine a change, and in this case the change has been determined and approved, so has to be implemented

upvoted 1 times

wencai002 5 years ago

c determine budget

upvoted 1 times

Question #143 *Topic 1*

Which conflict resolution technique produces the most lasting results?

A. Withdraw/avoid

B. Smooth/accommodate

C. Compromise/reconcile

D. Collaborate/problem solve

Suggested Answer: *D*
Official Answer: D

Currently there are no comments in this discussion, be the first to comment!

Question #144 *Topic 1*

What is the best tool to calculate the critical path on a project?

A. Critical chain method

B. Graphical evaluation and review technique (GERT) diagram

C. Gantt chart

D. Project network diagram

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Critical chain method: This is a scheduling technique focused on resource constraints and buffers, not the basic calculation of the critical path. B. Graphical Evaluation and Review Technique (GERT) diagram: GERT is used for probabilistic network analysis with loops and branches, more complex than needed for typical critical path calculation. C. Gantt chart: A Gantt chart shows the schedule timeline but does not explicitly show dependencies or help calculate the critical path directly.

upvoted 1 times

theplaceholder 1 year, 12 months ago

I would choose D here

upvoted 1 times

DRAG DROP -

Match the project life cycle type with its corresponding definition.

Select and Place:

Project Life Cycle Type		Definition
Incremental		The detailed scope is defined and approved before the start of an iteration
Iterative		The project scope is determined early in the project life cycle, but time and cost estimates are modified as an understanding of the product increases
Predictive		The project's scope, time, and cost are determined in the early phases of the life cycle
Adaptive		The deliverable is produced through a series of iterations that successively add functionality within a predetermined timeframe

Suggested Answer:

Project Life Cycle Type		Definition
Incremental	Predictive	The detailed scope is defined and approved before the start of an iteration
Iterative	Adaptive	The project scope is determined early in the project life cycle, but time and cost estimates are modified as an understanding of the product increases
Predictive	Iterative	The project's scope, time, and cost are determined in the early phases of the life cycle
Adaptive	Incremental	The deliverable is produced through a series of iterations that successively add functionality within a predetermined timeframe

Project Life Cycle Type		Definition
Incremental	Predictive	The detailed scope is defined and approved before the start of an iteration
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Predictive	Iterative	The project's scope, time, and cost are determined in the early phases of the life cycle
Adaptive	Incremental	The deliverable is produced through a series of iterations that successively add functionality within a predetermined timeframe

claudiapatricia777 Highly Voted 3 years, 9 months ago

ADAPTATIVE ITERATIVE PREDICTIVE INCREMENTAL

upvoted 5 times

theplaceholder Highly Voted 2 years, 12 months ago

The two older comments are also wrong imo -- should be (from top to bottom): Iterative Adaptive Predictive Incremental

upvoted 5 times

8253f1a Most Recent 7 months, 3 weeks ago

Predictive Iterative Adaptative Incremental

upvoted 1 times

Fav24 1 year, 11 months ago

I think it should be Iterative Adaptive Predictive Incremental the first option clearly states before the start of an iteration

upvoted 2 times

R1cha 3 years, 1 month ago

The answer given is wrong.. Predictive and Iterative have been interchanged

upvoted 4 times

Judmir 3 years, 8 months ago

Adaptive Iterative Predictive Incremental

upvoted 4 times

Question #146 *Topic 1*

In which of the Risk Management processes is the project charter used as an input?

A. Plan Risk Responses

B. Implement Risk Responses

C. Plan Risk Management

D. Perform Quantitative Risk Responses

Suggested Answer: *C*
Official Answer: C

Currently there are no comments in this discussion, be the first to comment!

Question #147 *Topic 1*

Projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives refers to?

A. Operations management

B. Project management

C. Program management

D. Portfolio management

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Portfolio management is the only one that involves managing all of the above (projects, programs, etc.) together to achieve high-level strategic goals.

upvoted 1 times

Judmir 2 years, 2 months ago

Portofolio

upvoted 1 times

Question #148 *Topic 1*

What is the discipline that focuses on the interdependencies between projects to determine the optimal approach for managing them?

A. Project Management

B. Program Management

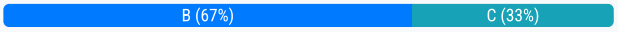
C. Portfolio Management

D. Operations Management

Suggested Answer: *B*

Official Answer: B

Community vote distribution



Krasiva 1 year, 9 months ago

Selected Answer: C

Portfolio management is the discipline that focuses on the interdependencies between projects and programs within an organization to determine the optimal approach for managing them. It involves the selection, prioritization, and oversight of projects and programs to ensure they align with the organization's strategic objectives and deliver the greatest value.

Program management, on the other hand, focuses on coordinating and managing a group of related projects to achieve specific strategic objectives, while project management deals with the planning, execution, and control of individual projects.

Operations management is a separate field that involves overseeing an organization's day-to-day activities and processes to ensure efficiency and effectiveness in delivering products or services.

upvoted 1 times

Krasiva 1 year, 9 months ago

Portfolio management is the discipline that focuses on the interdependencies between projects and programs within an organization to determine the optimal approach for managing them. It involves the selection, prioritization, and oversight of projects and programs to ensure they align with the organization's strategic objectives and deliver the greatest value. Program management, on the other hand, focuses on coordinating and managing a group of related projects to achieve specific strategic objectives, while project management deals with the planning, execution, and control of individual projects. Operations management is a separate field that involves overseeing an organization's day-to-day activities and processes to ensure efficiency and effectiveness in delivering products or services.NVM, ChatGPT is saying the correct answer is indeed B. Here is what e is stating: The discipline that focuses on the interdependencies between projects and programs, as well as optimizing their management, is indeed Program Management. Portfolio Management, while related, generally deals with a higher-level perspective that includes programs and projects collectively. In the context of your original question, the most accurate answer is B. Program Management.

upvoted 1 times

Krasiva Most Recent 1 year, 9 months ago

NVM, ChatGPT is saying the correct answer is indeed B. Here is what e is stating: The discipline that focuses on the interdependencies between projects and programs, as well as optimizing their management, is indeed Program Management. Portfolio Management, while related, generally deals with a higher-level perspective that includes programs and projects collectively. In the context of your original question, the most accurate answer is B. Program Management.

upvoted 1 times

theplaceholder 1 year, 12 months ago

Correct.

upvoted 2 times

Question #149 *Topic 1*

A project team is discussing an upcoming planned product launch of a highly visible technologically advanced artificial intelligence tool. The team is debating the aspect of iterative and hybrid approaches.
Which aspect of tailoring would this best represent?

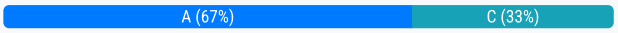
A. Life cycle approaches

B. Resource availability

C. Project dimensions

D. Technology support

Suggested Answer: *A*
Official Answer: A

Community vote distribution


ebbff63 Highly Voted 1 year, 8 months ago
A - Life Cycle Approach
upvoted 5 times

JesseChou_123 Most Recent 1 year, 2 months ago
The debate over iterative and hybrid means the team is customizing the life cycle to suit the nature of the AI product launch.
upvoted 1 times

zvezdo 1 year, 4 months ago
Answer is A
upvoted 1 times

Mizbee 2 years ago
The correct answer is A : Life-cycle approaches Lifecycle approaches refer to different models or frameworks that define the stages or phases through which a project progresses from initiation to completion
upvoted 4 times

Pradnyasachin 2 years, 2 months ago
option C: Project dimensions. The debate regarding iterative and hybrid approaches for a highly visible and technologically advanced AI tool's launch involves decisions about how the project will be structured, managed, and executed. These decisions directly relate to the dimensions or characteristics of the project itself, including its complexity, novelty, and technological requirements. Choosing between iterative and hybrid approaches reflects tailoring the project management methodology to suit the specific dimensions and requirements of the project.
upvoted 1 times

Question #150 *Topic 1*

A functional manager is delegating a key project to a project team without a project manager. Which communication method will be most effective?

A. Interactive

B. Push

C. Verbal

D. Oral

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

When a functional manager is delegating a key project — especially without a dedicated project manager — it's crucial that communication is two-way, ensuring mutual understanding, clarification, and engagement. This is exactly what interactive communication provides.

upvoted 1 times

Question #151 *Topic 1*

Creating the project scope statement is part of which process?

A. Manage Scope

B. Collect Requirements

C. Define Scope

D. Validate Scope

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

theplaceholder Most Recent 1 year, 12 months ago
y u so wrong ET
upvoted 1 times

Rocket20 2 years, 1 month ago
C. this is part of the define scope process
upvoted 1 times

AliciaW 2 years, 1 month ago
C. The project scope statement is created as part of the Define Scope process.(PM: process groups: a practice guide, P85)
upvoted 1 times

HoangCongAnh 2 years, 4 months ago
Check the PMBOK 6th for your reference in Scope knowledge area
upvoted 3 times

JoyXD 2 years, 4 months ago
Define Scope
upvoted 1 times

anfacer 2 years, 8 months ago
Its define Scope
upvoted 2 times

Judmir 2 years, 8 months ago
define scope
upvoted 1 times

missyi 2 years, 8 months ago
C: Define Scope. Project Scope Statement is an output of Define Scope.
upvoted 1 times

zacksogen 2 years, 11 months ago
output of define scope - proj scope statment
upvoted 1 times

Question #152 *Topic 1*

What organizational asset can influence the Plan Risk Management process?

A. Corporate policies and procedures for social media, ethics, and security

B. Organizational risk policy

C. Stakeholder register templates and instructions

D. Organizational communication requirements

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Key phrases: "Plan Risk Management" thus B

upvoted 1 times

theplaceholder 1 year, 12 months ago

correcto

upvoted 1 times

crystal311o 2 years ago

B - PMBok pg. 403

upvoted 2 times

Question #153 *Topic 1*

A project manager called for a team meeting to estimate the project effort. During the session, the team went on to identify all the deliverables and analyzed the related work. Each of the analyzed deliverables were estimated.
Which estimation method did the team use?

A. Rolling wave planning

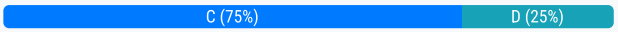
B. Expert judgment

C. Decomposition

D. Data analysis

Suggested Answer: *C*
Official Answer: C

Community vote distribution



JesseChou_123 Most Recent 1 year, 2 months ago
This is a classic description of the Decomposition technique.
upvoted 1 times

Nobita0414 1 year, 6 months ago
No, Answer is C. We are decomposing activities.
upvoted 2 times

yolo_yogi 1 year, 8 months ago
There is no explicit mention of breakdown, Hence I believe decomp is not the correct option, I feel since "analyzed" is used the answer "data analysis" suites better. Data need not always be facts and figures, it can also be a situation or circumstance.
upvoted 1 times

Question #154 *Topic 1*

Due to new market conditions a five-year project requires a full revision of project objectives. Which components of the stakeholder engagement plan need to be updated?

A. Scope and impact of change to stakeholders

B. Project scope and stakeholder goals

C. Engagement level of key stakeholders

D. Stakeholder expectations for the project

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Key phrase "revision" which = change

upvoted 1 times

Pradnyasachin 1 year, 8 months ago

When a project undergoes a significant shift in objectives due to new market conditions, the stakeholder engagement plan needs updates to accurately reflect these changes. Among the options provided, the most relevant component that needs updating is A. Scope and impact of change to stakeholders. This revision would involve reassessing how the project's altered objectives affect the stakeholders, their needs, concerns, and how the project's scope change impacts them. Understanding this impact is crucial for adjusting communication strategies, managing expectations, and addressing any potential concerns that may arise due to the changes.

upvoted 2 times

garlicbread 2 years, 1 month ago

The stakeholders goals may stay the same, but a discussion of how the stakeholders are impacted will happen

upvoted 3 times

JoyXD 2 years, 3 months ago

Scope and impact to stakeholders

upvoted 2 times

limoncello 2 years, 7 months ago

project scope is not part of stakeholder engagement plan

upvoted 2 times

Question #155 *Topic 1*

The project team is brainstorming on approaches to deliver the upcoming product launch for which the project has been chartered. The project manager is laying out hybrid, adaptive, iterative methods.
What is the team trying to address?

A. Co-location

B. Life-cycle

C. Diversity

D. Management

Suggested Answer: *B*
Official Answer: B

Community vote distribution
B (100%)

Pradnyasachin Most Recent 1 year, 8 months ago
The team, by considering hybrid, adaptive, and iterative methods, is primarily addressing the B. Life-cycle aspect of the project. These discussions involve different methodologies and approaches for managing the project's life-cycle phases, determining how the project will progress, and how work will be organized, executed, and controlled from initiation through completion. Each approach—hybrid, adaptive, and iterative—offers a different way to manage the project's life-cycle stages and adapt to changes along the way.
upvoted 1 times

uyentran04 2 years ago
Why is it C?
upvoted 1 times

Rocket20 2 years, 1 month ago
B. Life cycle for sure
upvoted 1 times

Daiva 2 years, 1 month ago
why it says correct answer Diversity rather than Life cycle?
upvoted 2 times

Dar87 2 years, 2 months ago
Life-cycle
upvoted 1 times

limoncello 2 years, 7 months ago
life-cycle
upvoted 2 times

micro777 2 years, 7 months ago
B. Life-cycle
upvoted 1 times

anfacer 2 years, 8 months ago
Development life cycles can ve predictive (plan-driven) adaptive(agile) iterative, incremental or hybrid. p665
upvoted 2 times

Question #156 *Topic 1*

A project manager is experiencing a project with a high degree of change. Which type of stakeholder engagement does this project require?

A. Discussing with management

B. Escalating to the sponsors

C. Engaging regularly with stakeholders

D. Engaging only with decision makers

Suggested Answer: *C*
Official Answer: C

Currently there are no comments in this discussion, be the first to comment!

Question #157 *Topic 1*

A project manager is identifying the risks of a project. Which technique should the project manager use?

A. Representations of uncertainty

B. Prompt lists

C. Audits

D. Risk categorization

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

When a project manager is identifying risks, a prompt list is a helpful technique to systematically uncover potential risks across various categories.

upvoted 1 times

Rocket20 2 years, 1 month ago

B. Prompt Lists 11.2 Identify Risks

upvoted 1 times

Judmir 2 years, 8 months ago

B.Prompt lists

upvoted 1 times

Magicroko 4 years ago

B. Prompt lists

upvoted 1 times

ale1231 4 years ago

B. Prompt lists

upvoted 1 times

UlrichIng 4 years, 10 months ago

Prompt lists

upvoted 2 times

Question #158 *Topic 1*

The project manager is distributing project communications, collecting and storing project information, and retrieving documents when required. In which process is the project manager involved?

A. Monitor Communications

B. Plan Communications Management

C. Manage Communications

D. Manage Stakeholder Engagement

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

ChymKuBoy Most Recent 2 years, 2 months ago

C for sure

upvoted 1 times

Question #159 *Topic 1*

The Agile principle `welcome changing requirements, even late in development` relates to which agile manifesto?

A. Working software over comprehensive documentation

B. Individuals and interactions over processes and tools

C. Customer collaboration over contract negotiation

D. Responding to change over following a plan

Suggested Answer: *D*
Official Answer: D

Currently there are no comments in this discussion, be the first to comment!

Question #160 *Topic 1*

Which of the following best correspond to the organizational process assets (OPAs) that affect the project?

A. Policies and lessons learned from other projects

B. Information technology software and employee capability

C. Resource availability and employee capability

D. Marketplace conditions and legal restrictions

Suggested Answer: *A*
Official Answer: A

Currently there are no comments in this discussion, be the first to comment!

Question #161 *Topic 1*

What is a tailoring consideration in Project Integration Management?

A. Validation and control

B. Benefits

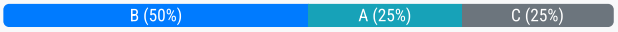
C. Technology support

D. Physical location

Suggested Answer: *B*

Official Answer: B

Community vote distribution



Ginnious Highly Voted 2 years, 8 months ago

B, P679

upvoted 5 times

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Not a tailoring consideration in Integration Management. B. While benefits management is related, it's not listed as just "Benefits" and is more relevant in Strategic and Business Management or Benefits Realization. D. This is a tailoring consideration in Project Resource Management or Project Communications Management, not Integration.

upvoted 1 times

JesseChou_123 1 year, 2 months ago

Why the other options are incorrect: A. Validation and control: More relevant to Scope or Quality Management. Not listed under Integration. B. Benefits: Related to Program/Portfolio Management or Business Case, not a tailoring factor. D. Physical location: Relevant to Communication Management tailoring, not Integration.

upvoted 1 times

8a6d137_111 1 year, 3 months ago

B is correct. PMBOK Guide Appendix X5.

upvoted 1 times

Pradnyasachin 1 year, 8 months ago

A. Validation and control relates to monitoring and controlling project work to ensure that deliverables meet stakeholders' expectations and are in line with the project management plan. Tailoring in this aspect involves determining the appropriate validation and control measures based on the project's unique requirements.

upvoted 2 times

theplaceholder 1 year, 12 months ago

one time for a ----- who knows

upvoted 3 times

Question #162 *Topic 1*

What important leadership quality/qualities should project manager possess?

A. Skills and behaviors related to specific domains of project management

B. Skills and behaviors needed to guide a team and help an organization reach its goals

C. Industry expertise that helps to better deliver business outcomes

D. Industry and organizational expertise that enhances performance

Suggested Answer: *B*
Official Answer: B

crystal311o Most Recent 2 years ago

B. Refer to PMI Talent Triangle pg. 57

upvoted 1 times

Question #163 *Topic 1*

A project manager is monitoring and recording results of executing the quality management activities to assess performance and ensure the project outputs are complete, correct, and meet customer expectations.
Which output is the project manager using?

A. Approved change requests

B. Verified deliverables

C. Lessons learned

D. Work performance data

Suggested Answer: *B*
Official Answer: B

041ba31 Most Recent 2 years, 2 months ago

B. Verified deliverables In this scenario, the project manager is monitoring and recording the results of executing the quality management activities to assess performance and ensure that the project outputs (deliverables) are complete, correct, and meet customer expectations. The output being used is "Verified deliverables." Verified deliverables are project deliverables that have undergone the quality control process and have been validated to meet the required quality standards and specifications.

upvoted 1 times

Question #164 *Topic 1*

Which project manager competency is displayed through the knowledge, skills, and behaviors related to specific domains of project, program, and portfolio management?

A. Leadership management

B. Technical project management

C. Strategic management

D. Business management

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

ChymKuBoy Most Recent 2 years, 2 months ago

B for sure

upvoted 1 times

Question #165 *Topic 1*

Which of these is true of project integration management?

A. Project Integration Management is mandatory and more effective in larger projects

B. Project Integration Management and expert judgment are mutually exclusive

C. Project Integration Management is the responsibility of the project manager

D. Project Integration Management excludes the triple constraints if cost performance index (CPI) equals zero

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

UlrichIng Highly Voted 4 years, 10 months ago

C. Project Integration Management is the responsibility of the project manager

upvoted 7 times

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Integration management is mandatory in all projects, regardless of size. B. Expert judgment is a key input/tool used within Project Integration Management. They are not mutually exclusive. D. CPI is a performance measure; Integration Management always includes managing scope, time, and cost (the triple constraints).

upvoted 1 times

alex903 2 years, 1 month ago

C. pg. 673

upvoted 1 times

Question #166 *Topic 1*

Why is tailoring in a project necessary?

A. Requirements keep changing

B. An artifact must be produced

C. A tool or technique is required

D. Each project is unique

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

theplaceholder Most Recent 1 year, 12 months ago

fool me three times, f the peace sign, load the chopper, let it rain on you

upvoted 2 times

Rocket20 2 years, 1 month ago

D. Key word Unique- each project is unique and therefore tailoring is necessary.

upvoted 1 times

newwen06 2 years, 1 month ago

Pg. 558 - Tailoring is necessary because each project is unique; therfore, not every process, input,tools, technique, or output is required on every project.

upvoted 1 times

PM01950 2 years, 2 months ago

The fact that each project is unique doesn't exclude that requirements keep changing during a project but includes it

upvoted 2 times

anfacer 2 years, 8 months ago

each project is unique is the correct answer

upvoted 3 times

Myriam_Andrea 2 years, 4 months ago

D - According to CHAT GPT

upvoted 2 times

Judmir 2 years, 8 months ago

D-each project is unique is the correct answer

upvoted 2 times

Question #167 *Topic 1*

An organization structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques is referred to as:

A. Project Management Information System

B. Project Management System

C. Project Management Office

D. Project Management Knowledge Area

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Refers to software/tools for managing project info, not governance structure. B. More general term, not a formal organizational unit like PMO. D. Refers to areas of project management knowledge, not organizational structure.

upvoted 1 times

Pradnyasachin 1 year, 8 months ago

A Project Management Office is a centralized entity within an organization responsible for standardizing and overseeing project management practices. It often provides support, guidance, and governance to project managers, ensuring consistency, efficiency, and alignment with organizational goals across various projects. PMOs play a crucial role in enhancing project management capabilities and facilitating knowledge sharing within an organization.

upvoted 1 times

Question #168 *Topic 1*

A firm contracted an event management company to conduct the annual sales day event. The agreement states that the event management company will charge the firm for the actuals and receive 8% of the total cost. What type of contract is this?

A. Time and material (T&M)

B. Fixed price incentive fee (FPIF)

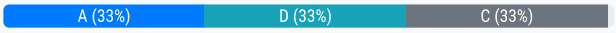
C. Cost plus fixed fee (CPFF)

D. Cost plus award fee (CPAF)

Suggested Answer: *C*

Official Answer: C

Community vote distribution



Ryanyesitsme Most Recent 12 months ago

Actually, none of the option is correct, here.

upvoted 1 times

JesseChou_123 1 year, 2 months ago

In the scenario: The event management company is reimbursed for actual costs (e.g., venue, catering, logistics). In addition, the company receives 8% of the total cost — this percentage-based fee acts as an incentive or award for performance or cost control. This setup aligns with a Cost Plus Award Fee (CPAF) contract, where: The buyer reimburses the seller for allowable actual costs. The seller earns an additional fee, which may be based on performance or a predetermined award (in this case, 8% of total cost). Why the other options are incorrect: A. Charges based on hours worked and materials used, not percentage of costs. B. Price is fixed with incentives tied to cost savings or performance, not reimbursement of actual costs plus a percentage. C. Reimburses actual costs plus a predefined fixed fee, not a percentage-based award.

upvoted 1 times

JesseChou_123 1 year, 2 months ago

It shall be Cost-Plus Percentage of Cost (CPPC)

upvoted 1 times

Question #169 *Topic 1*

A project manager is in the process of working with stakeholders to meet their needs and expectations, and identifying and fostering communication and involvement. Which process does this typically represent?

A. Monitor Stakeholder Engagement

B. Monitor Communications

C. Manage Communications

D. Manage Stakeholder Engagement

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

adingmaki Most Recent 1 year, 8 months ago

D. my baad.

upvoted 2 times

adingmaki 1 year, 9 months ago

C. Mechanics = Communications Strategy = Stakeholder

upvoted 1 times

anfacer 2 years, 2 months ago

the phrase should end with "...foster appropiate stakeholder involvement". The word communication in the question is misleading

upvoted 1 times

Question #170 *Topic 1*

A project manager is formalizing acceptance of the completed project deliverables. What is an input to this process?

A. Verified deliverables

B. Validated deliverables

C. Accepted deliverables

D. Completed change requests

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (60%) B (40%)

b66f4ca Most Recent 11 months, 1 week ago

The first input of the Validate Scope process comes after the completion of the work and it is defined as “validated deliverables”.

upvoted 1 times

JesseChou_123 1 year, 2 months ago

The process described — formalizing acceptance of completed project deliverables — is part of the Validate Scope process in the Project Scope Management knowledge area. In the Validate Scope process: You are reviewing deliverables with the customer or sponsor to obtain formal acceptance. Key inputs to this process include: Project Management Plan Requirements documentation Requirements traceability matrix Work performance data Validated deliverables ← These are deliverables that have been checked for correctness during the Control Quality process. Why the other options are incorrect: A. Verified deliverables: These are outputs from Control Quality, not inputs to Validate Scope. C. Accepted deliverables: This is the output of Validate Scope, not an input. D. Completed change requests: Not directly relevant to formal acceptance of deliverables.

upvoted 1 times

anfacer 2 years, 2 months ago

Verified deliverables is an input, accepted deliverables should be the output of this process

upvoted 3 times

Question #171 *Topic 1*

A construction project is underway, and during the progress review the painter complained that the task could not be started because the mason has not finished the plastering job. What kind of relationship between the tasks impacted the painting work?

A. Finish-to-Finish (FF)

B. Start-to-Finish (SF)

C. Finish-to-Start (FS)

D. Start-to-Start (SS)

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

For task development in schedule development, there is always a predecessor and a successor associated with said task. In this case, Painter being the successor and can't "start" the job unless the Mason, the predecessor "finish" the work. It arrange at such "Pre --> Succ; Mason --> Painter; Finish --> Start". Thus C (F to S)

upvoted 1 times

JesseChou_123 1 year, 2 months ago

In a Finish-to-Start (FS) relationship, the successor activity (painting) cannot start until the predecessor activity (plastering) is finished. In this scenario: The mason's plastering work must be finished before the painter can start painting. Since the painter is blocked because plastering is not yet done, this is a classic Finish-to-Start dependency.

upvoted 1 times

041ba31 2 years, 2 months ago

C. Finish-to-Start (FS) The relationship between the tasks impacted in this scenario is a Finish-to-Start (FS) relationship. In an FS relationship, the successor task cannot start until the predecessor task has been completed. In this case, the painting task (successor) cannot begin until the plastering task (predecessor) has been finished, which matches the situation described where the painter couldn't start because the mason had not finished the plastering job.

upvoted 1 times

Question #172 *Topic 1*

Which of the following is used as an input to prepare a cost management plan?

A. Expert judgment

B. Lessons learned

C. Cost estimates

D. Project management plan

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why other options are not inputs: A. Expert judgment: Expert judgment is a technique used in preparing the cost management plan, but it's not an input document itself. B. Lessons learned: Lessons learned from previous projects are a valuable source of information for refining cost management processes, but they are typically part of organizational process assets or project document updates, not a direct input to the initial preparation of the cost management plan. C. Cost estimates: Cost estimates are an output of the cost management planning process, not an input used to prepare the plan. The cost management plan lays out the methodology for producing those estimates.

upvoted 1 times

041ba31 2 years, 2 months ago

D. Project management plan The project management plan serves as an input to prepare a cost management plan. The cost management plan is a subsidiary plan within the overall project management plan. It outlines how project costs will be estimated, budgeted, monitored, and controlled throughout the project's lifecycle. Therefore, the project management plan provides the foundational information and framework for creating the cost management plan.

upvoted 1 times

Pradnyasachin 2 years, 2 months ago

The cost management plan is a subsidiary plan within the project management plan. It details how the project costs will be estimated, budgeted, managed, and controlled throughout the project lifecycle. The project management plan, which encompasses various subsidiary plans, provides the foundational information necessary to create specific management plans, such as the cost management plan.

upvoted 1 times

Question #173 *Topic 1*

In which organizational structure would the project manager have most authority?

A. Matrix-weak

B. Matrix-balanced

C. Matrix-strong

D. Organic or simple

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Key phrases "most authority" which = "strong"

upvoted 1 times

Question #174 *Topic 1*

Analyzing activity sequences, durations, resource requirements, and schedule constraints for project execution and monitoring and controlling relates to which process?

A. Develop Schedule

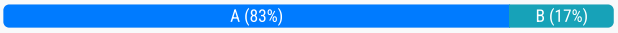
B. Control Schedule

C. Estimate Activity Durations

D. Define Activities

Suggested Answer: *A*
Official Answer: A

Community vote distribution



anfacer Highly Voted 2 years, 8 months ago
Develop Schedule: We are analyzing the activities and plan a schedule model for executing and monitor... then we are planning not controlling. A control is when we compare the data agains the plan
upvoted 6 times

JesseChou_123 Most Recent 1 year, 2 months ago
Why the other options are incorrect: B. Control Schedule: Focuses on monitoring the schedule and managing changes to the baseline — it's about tracking, not analyzing to build the schedule. C. Estimate Activity Durations: Involves estimating how long each activity will take — it doesn't analyze sequences or constraints. D. Define Activities: Involves identifying and documenting the specific actions to be performed — it's about listing tasks, not sequencing or analyzing them.
upvoted 1 times

ASCAPM 1 year, 8 months ago
3.10 DEVELOP SCHEDULE Develop Schedule is the process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create a schedule model for project execution and monitoring and controlling. The key benefit of this process is that it generates a schedule model with planned dates for completing project activities. This process is performed throughout the project. The inputs and outputs of this process are depicted in Figure 3-11. Page 575 - PMBOK 6
upvoted 1 times

ASCAPM 1 year, 11 months ago
Selected Answer: B
It is B because only Control Process includes Analyzing activity sequences.

Develop Schedule: This process is used to create the project schedule. It does not involve analyzing activity sequences, durations, resource requirements, and schedule constraints.

Estimate Activity Durations: This process is used to estimate the amount of time it will take to complete each activity. It does not involve analyzing activity sequences, durations, resource requirements, and schedule constraints.

Define Activities: This process is used to identify and define the activities that need to be performed to complete the project. It does not involve analyzing activity sequences, durations, resource requirements, and schedule constraints.
upvoted 2 times

ASCAPM 1 year, 11 months ago
It is B because only Control Process includes Analyzing activity sequences. Develop Schedule: This process is used to create the project schedule. It does not involve analyzing activity sequences, durations, resource requirements, and schedule constraints. Estimate Activity Durations: This process is used to estimate the amount of time it will take to complete each activity. It does not involve analyzing activity sequences, durations, resource requirements, and schedule constraints. Define Activities: This process is used to identify and define the activities that need to be performed to complete the project. It does not involve analyzing activity sequences, durations, resource requirements, and schedule constraints.I correct myself: the process that analyzes activity sequences, durations, resource requirements, and schedule constraints is the Develop Schedule process.
upvoted 2 times

ASCAPM 1 year, 11 months ago

I correct myself: the process that analyzes activity sequences, durations, resource requirements, and schedule constraints is the Develop Schedule process.

upvoted 1 times

theplaceholder 1 year, 12 months ago

keep up

upvoted 1 times

uyentran04 2 years ago

there are many wrong answers on this platform! This should be A, not B

upvoted 3 times

Rocket20 2 years, 1 month ago

The Answer is A. 3.10 Develop Schedule

upvoted 1 times

Daiva 2 years, 1 month ago

why it says on this platform that the correct answer is B when surely it is A???

upvoted 1 times

bramirezb593 2 years, 2 months ago

Right answer is A: 6.5 Develop Schedule—The process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule model for project execution and monitoring and controlling.

upvoted 2 times

Question #175 *Topic 1*

A project manager is determining the amount of contingency needed for a project. Which analysis is the project manager using?

A. What-if scenario analysis

B. Simulation

C. Alternatives analysis

D. Reserve analysis

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Key phrase "contingency" which = reserve

upvoted 1 times

JesseChou_123 1 year, 2 months ago

Why the other options are incorrect: A. What-if scenario analysis: Examines the impact of different scenarios (e.g., delays, resource changes), but doesn't directly calculate contingency. B. Simulation: Often refers to Monte Carlo simulation, which assesses project outcomes under uncertainty — it's a tool that can inform reserve analysis, but it's not the act of determining reserves. C. Alternatives analysis: Compares different approaches or solutions (e.g., build vs. buy) — not directly related to calculating contingency.

upvoted 1 times

041ba31 2 years, 2 months ago

D. Reserve analysis When a project manager is determining the amount of contingency needed for a project, they are using "reserve analysis." Reserve analysis involves assessing and allocating contingency reserves to account for uncertainties and risks in the project. Contingency reserves are additional funds or time that are set aside to address unforeseen events or risks that may impact the project.

upvoted 1 times

Question #176 *Topic 1*

A team was hired to develop a next generation drone. The team created a prototype and sent it to the customer for testing. The feedback collected was used to refine the requirements. What technique is the team using?

A. Early requirements gathering

B. Feedback analysis

C. Progressive elaboration

D. Requirements documentation

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Early requirements gathering: Happens at the start of the project. In this case, the refinement is happening after prototyping. B. Feedback analysis: Is a general term and could be part of the process, but it's not the recognized project management technique being described. D. Requirements documentation: Refers to the process of formally recording requirements, not refining them through testing and iteration.

upvoted 1 times

041ba31 2 years, 2 months ago

C. Progressive elaboration The team is using the technique of "progressive elaboration." Progressive elaboration is a project management technique that involves continuously refining and expanding project details and requirements as more information becomes available throughout the project's lifecycle. In this scenario, the team initially created a prototype of the drone and sent it to the customer for testing. Based on the feedback received from the customer, the team used that information to refine and expand the project requirements. This iterative process of refining and expanding project details is an example of progressive elaboration, which is commonly used in agile and adaptive project management approaches to accommodate changing customer needs and project insights.

upvoted 2 times

Question #177 *Topic 1*

Which of the following describes the similarities of the process groups and project life cycle?

A. The life cycle involves three project management process groups

B. Both provide a basic framework to manage the project

C. Each project must have a life cycle and all processes in the five process groups

D. The project life cycle is managed by executing the processes within the five process groups

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Both the life cycle and the process groups are structured frameworks that guide how a project is managed — they are not the same, but they complement each other.

upvoted 1 times

Question #178 *Topic 1*

What can the project manager find among the factors that could lead a project to be tailored?

A. Company culture

B. Return on investment

C. Earned Value

D. Schedule Performance Index

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: B. ROI is a financial metric, not a tailoring factor. It's used for evaluating business value, not tailoring project management processes. C. Earned Value is a performance measurement tool, not a factor for tailoring methodology. D. SPI is used to measure schedule efficiency—not to determine how to tailor the project approach.

upvoted 1 times

041ba31 2 years, 2 months ago

A. Company culture Among the factors that could lead a project to be tailored, company culture plays a significant role. The company culture includes the values, norms, and behaviors that are prevalent within an organization. Depending on the organization's culture, certain project management processes, practices, and methodologies may need to be customized or tailored to align with the way the organization operates.

upvoted 1 times

Question #179 *Topic 1*

Which of the following are components of the technical project management skill?

A. Ability to explain business aspects of the project, business strategy, goals and objectives, and business value

B. Ability to deal with people, to be collaborative, and to apply persuasion and negotiation

C. Ability to focus on relationships with people, inspire trust, and implement decisions and actions that support the business strategy

D. Ability to plan and prioritize, gather the right artifacts available for each project, and focus on critical success factors

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Breakdown of Options: A. Ability to explain business aspects of the project... □ This falls under Strategic and Business Management. B. Ability to deal with people, collaborate, persuade... □ These are Leadership skills. C. Focus on relationships, inspire trust... □ Also part of Leadership skills. D. Plan and prioritize, gather artifacts, focus on success factors □ These are core to Technical Project Management — they involve: Using the right tools and techniques Creating effective project plans and documentation Identifying and managing critical success factors

upvoted 1 times

041ba31 2 years, 2 months ago

D. Ability to plan and prioritize, gather the right artifacts available for each project, and focus on critical success factors Components of technical project management skills primarily involve the ability to plan, organize, and execute project-related tasks efficiently and effectively. This includes skills related to project planning, risk management, scheduling, resource allocation, and technical knowledge specific to the project domain.

upvoted 1 times

BayWay 3 years ago

Explain, deal, focus, "plan"

upvoted 3 times

Question #180 *Topic 1*

What is a tailoring consideration for the application of Project Risk Management processes?

A. Project complexity

B. Procurement criteria

C. Communication technology

D. Knowledge management

Suggested Answer: *A*

Official Answer: A

Community vote distribution

A (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: B. Procurement criteria Related to Procurement Management, not Risk Management specifically. C. Communication technology A tailoring consideration for Project Communications Management, not Risk Management. D. Knowledge management Related to Project Integration or Resource Management, not a primary tailoring factor for Risk Management.

upvoted 1 times

041ba31 2 years, 2 months ago

A. Project complexity One of the key tailoring considerations for the application of Project Risk Management processes is the complexity of the project. Project complexity can significantly impact the way risk management processes are applied and customized to suit the project's unique characteristics. For example, in a highly complex project, more extensive risk identification, analysis, and response planning may be required. Additionally, the risk management approach may involve a broader range of stakeholders and require more sophisticated risk assessment techniques. On the other hand, for less complex projects, a simpler and more streamlined approach to risk management may suffice. Tailoring the risk management processes based on the project's complexity helps ensure that resources are allocated appropriately and that the risk management efforts are commensurate with the project's specific needs and challenges.

upvoted 1 times

alex903 2 years, 7 months ago

A. 6th edition book. pg. 400

upvoted 2 times

Khuz07 2 years, 7 months ago

The correct answer is B. PMBOK guide p 506. Tailoring considerations for Project Stakeholder Engagement are: Stakeholder Diversity, Complexity of Stakeholder Relationships, and Communication Technology.

upvoted 1 times

Khuz07 2 years, 7 months ago

The correct answer is B. PMBOK guide p 506. Tailoring considerations for Project Stakeholder Engagement are: Stakeholder Diversity, Complexity of Stakeholder Relationships, and Communication Technology.That's stakeholder engagement, question is about risk management

upvoted 1 times

garlicbread 2 years, 7 months ago

That's stakeholder engagement, question is about risk management

upvoted 1 times

Question #181 *Topic 1*

A project team conducts regular standup meetings to keep everyone updated on what each one of them is working on. What type of communication is this?

A. Informal

B. Unofficial

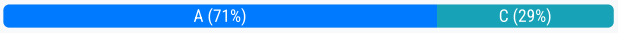
C. Formal

D. Hierarchical

Suggested Answer: *A*

Official Answer: A

Community vote distribution



JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: B. Unofficial □ Not quite right — the meetings are scheduled and purposeful, so they are official in practice even if informal in tone. C. Formal □ Formal communication involves structured documents, reports, or presentations — not brief conversational check-ins. D. Hierarchical □ This refers to top-down or chain-of-command communication, which doesn't describe peer-to-peer team standups.

upvoted 1 times

041ba31 2 years, 2 months ago

A. Informal The regular standup meetings conducted by the project team to keep everyone updated on their work are an example of informal communication. Informal communication is characterized by its relaxed and spontaneous nature. Standup meetings in Agile methodologies like Scrum are often informal gatherings where team members share progress, discuss challenges, and plan the day's work. They are typically brief and focus on collaboration and transparency rather than following a strict formal structure.

upvoted 1 times

theplaceholder 2 years, 6 months ago

Regular standup meetings where the project team members provide updates on their work are typically considered informal communication. These meetings are often short, focused, and meant to provide quick updates on progress, obstacles, and plans. Informal communication channels are more flexible and less structured compared to formal communication, which follows established protocols and structures. Standup meetings encourage open and direct communication among team members and promote collaboration and transparency.

upvoted 1 times

Rocket20 2 years, 7 months ago

A. informal- standup meetings

upvoted 1 times

PM01950 2 years, 8 months ago

Stand up communication is an informal communication

upvoted 1 times

Myriam_Andrea 2 years, 10 months ago

A:Informal. According to CHAT GPT

upvoted 1 times

Hung3102 2 years, 11 months ago

It is informal communication.

upvoted 1 times

anfacer 3 years, 2 months ago

For me is formal as is a regular stakeholder briefing meeting. Informal covers emails, social media, and hall conversations.

upvoted 2 times

Question #182 *Topic 1*

What is the first step in the Stakeholder Management process?

A. Plan Stakeholder Engagement

B. Identify Stakeholders

C. Manage Stakeholder Responsibility

D. Monitor Stakeholder Activity

Suggested Answer: *B*
Official Answer: B

Currently there are no comments in this discussion, be the first to comment!

Question #183 *Topic 1*

A project manager is searching for solutions that bring some degree of satisfaction to all parties in order to temporarily resolve a conflict. What conflict management technique is described in this situation?

A. Withdraw/avoid

B. Smooth/accommodate

C. Collaborate/problem solve

D. Compromise/reconcile

Suggested Answer: *D*

Official Answer: D

Community vote distribution



JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. Withdraw/avoid Delays dealing with the conflict — nothing is resolved, even temporarily. B. Smooth/accommodate Focuses on areas of agreement but often downplays the conflict; may involve yielding to others' views to maintain harmony. C. Collaborate/problem solve A win-win approach that seeks a permanent solution by addressing the root cause — not just temporary.

upvoted 1 times

Pradnyasachin 1 year, 8 months ago

D. Compromise/reconcile. Compromise involves finding a middle ground or a mutually acceptable solution where each party gives up something in order to reach an agreement. It acknowledges the concerns of all parties involved and attempts to satisfy everyone to some extent, even if the solution might not fully align with the preferences of any single party.

upvoted 1 times

Krasiva 1 year, 9 months ago

Smooth/accommodate is often associated with seeking harmony. In this approach, one party may yield to the other's preferences or downplay the conflict to maintain good relationships. It's a win-lose situation, where one party accommodates the other's concerns to avoid further conflict. Compromise/reconcile is more aligned with a loose-loose approach. In this case, both parties involved in the conflict make concessions to find a middle ground or solution that provides some level of satisfaction to everyone.

upvoted 1 times

theplaceholder 1 year, 12 months ago

o no, wrong again

upvoted 1 times

Rocket20 2 years, 1 month ago

D. Compromise Reconcile- see page 349

upvoted 1 times

anfacer 2 years, 8 months ago

Compromise, all parties loose

upvoted 4 times

hari001234 2 years, 8 months ago

Compromise/reconcile

upvoted 3 times

Jay17071983 2 years, 8 months ago

B - Temporarily resolve a conflict

upvoted 3 times

claudiapatricia777 2 years, 9 months ago

Compromise/Reconcile: Searching for solutions that bring some degree of satisfaction to all parties. Loose-Loose situation

upvoted 3 times

Question #184 *Topic 1*

What is the project manager's responsibility in Project Integration Management?

A. Ensuring that requirements-related work is clarified in the project management plan

B. Investing sufficient effort in acquiring, managing, motivating, and empowering the project team

C. Combining the results in all other knowledge areas and overseeing the project as a whole

D. Developing a strategy to ensure effective stakeholder communication

Suggested Answer: *C*

Official Answer: C

Community vote distribution



JesseChou_123 Most Recent 1 year, 1 month ago

Key phrase "Integration" which = combine

upvoted 1 times

bramirezb593 2 years, 2 months ago

C is the right answer: TRENDS AND EMERGING PRACTICES IN PROJECT INTEGRATION MANAGEMENT The Project Integration Management Knowledge Area requires combining the results from all the other Knowledge Areas. Evolving trends in integration processes include but are not limited to:

upvoted 2 times

pbbade 2 years, 4 months ago

the key word here is all other knowledge areas. we know that the integration mgt process has to do with all other knowledge areas

upvoted 2 times

Question #185 *Topic 1*

What is the role of project management in terms of organizational strategy?

A. Project management aligns initiatives, prioritizes work, and provides resources

B. Project management provides the strategic vision for an organization to achieve its goals

C. Project management enables the achievement of organizational goals and objectives

D. Project management harmonizes components and controls interdependencies to realize specific benefits

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

A. Project management aligns initiatives, prioritizes work, and provides resources This is more closely aligned with portfolio management, not project management. B. Project management provides the strategic vision for an organization to achieve its goals Strategic vision is the responsibility of executive leadership and strategic planning, not project managers. C. Project management enables the achievement of organizational goals and objectives Correct. This directly reflects the role of project management: to deliver value by executing projects that help the organization meet its strategic objectives. D. Project management harmonizes components and controls interdependencies to realize specific benefits This describes program management, which coordinates related projects to achieve combined benefits.

upvoted 1 times

Question #186 *Topic 1*

Perform Quantitative Risk Analysis focuses on:

A. compiling a list of known risks and preparing responses to them

B. assessing the probability of occurrence and impact for every risk in the risk register

C. evaluating the contingency and management reserves required for the project

D. analyzing numerically the impact of individual risks on the overall project's time and cost objectives

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

JesseChou_123 Most Recent 1 year, 1 month ago

Key phrases "Quantitative Risk Analysis" = Numerically

upvoted 1 times

JesseChou_123 1 year, 2 months ago

Why the other options are incorrect: A. Compiling a list of known risks and preparing responses to them This aligns more with Plan Risk Responses and earlier risk identification steps. B. Assessing the probability of occurrence and impact for every risk in the risk register This describes Perform Qualitative Risk Analysis, which is about ranking and prioritizing risks — not numerical modeling. C. Evaluating the contingency and management reserves required for the project This is part of Reserve Analysis, which may be informed by quantitative risk data, but it is not the main goal of this process.

upvoted 1 times

Question #187 *Topic 1*

Which is the tool or technique that is used to obtain the list of activities from the work packages?

A. Data analysis

B. Leads and lags

C. Precedence diagramming method

D. Decomposition

Suggested Answer: *D*

Official Answer: D

Community vote distribution

D (100%)

041ba31 Most Recent 2 years, 2 months ago

D. Decomposition Decomposition is the tool or technique used to obtain the list of activities from the work packages. Decomposition involves breaking down the higher-level project components, such as deliverables or work packages, into smaller, more manageable activities or tasks. This process helps in defining the detailed work required to accomplish the project's objectives. The result of decomposition is a hierarchical structure of project activities, often represented in a Work Breakdown Structure (WBS), which provides a detailed list of activities derived from the work packages.

upvoted 1 times

DRAG DROP

-

Match the project manager's sphere of influence with the associated primary role.

Select and Place:

Project Manager's Sphere of Influence		Project Manager's Primary Role
Professional discipline		Use informal and formal networks for communication among the sponsor, team, and stakeholders
The organization		Advocate the project's value in interactions with other project managers to effectively gain the required resources and funding
The industry		Apply and transfer knowledge continuously to related professions
The project		Keep abreast of emerging technology developments and the changing market

Suggested Answer:

Project Manager's Sphere of Influence		Project Manager's Primary Role
Professional discipline	The project	Use informal and formal networks for communication among the sponsor, team, and stakeholders
The organization	The organization	Advocate the project's value in interactions with other project managers to effectively gain the required resources and funding
The industry	Professional discipline	Apply and transfer knowledge continuously to related professions
The project	The industry	Keep abreast of emerging technology developments and the changing market

Project Manager's Sphere of Influence		Project Manager's Primary Role
Professional discipline	The project	Use informal and formal networks for communication among the sponsor, team, and stakeholders
The organization	The organization	Advocate the project's value in interactions with other project managers to effectively gain the required resources and funding
The industry	Professional discipline	Apply and transfer knowledge continuously to related professions
The project	The industry	Keep abreast of emerging technology developments and the changing market

Currently there are no comments in this discussion, be the first to comment!

Question #189 *Topic 1*

A project manager uses their networking skills to build agreement with a difficult stakeholder. What level of influence did the project manager apply?

A. Project level

B. Organizational level

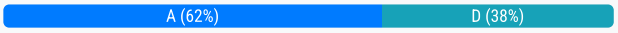
C. Industry level

D. Influential level

Suggested Answer: *A*

Official Answer: A

Community vote distribution



JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: B. Organizational level Refers to broader influence across departments or the enterprise, not specific to managing a project stakeholder. C. Industry level Involves influencing practices or standards across the wider industry, such as through professional associations — not applicable here. D. Influential level Not a recognized classification of influence in project management frameworks like the PMBOK Guide.

upvoted 1 times

Rocket20 2 years, 1 month ago

D. Influential review the spheres of influence as it relates to networks

upvoted 2 times

adingmaki 2 years, 3 months ago

It's A. It's all about the PM's levels of influence - project, org, discipline, industry. Clearly this talks about project

upvoted 2 times

anfacer 2 years, 8 months ago

Project manager performs communication roles between sponsor, team memebers and other stakeholders. p53

upvoted 4 times

claudiapatricia777 2 years, 9 months ago

Relationship skills involving the development of extensive networks of people throughout the project manager's spheres of influence. These networks include formal networks such as organizational reporting structures. However, the informal networks that project managers develop, maintain, and nurture are more important. Informal networks include the use of established relationships with individuals such as subject matter experts and influential leaders. Use of these formal and informal networks allows the project manager to engage multiple people in solving problems and navigating the bureaucracies encountered in a project

upvoted 1 times

Question #190 *Topic 1*

Stakeholder identification and engagement should begin during what phrase of the project?

A. After the project management plan is completed

B. After the stakeholder engagement plan is completed

C. As soon as the project charter has been approved

D. After the communications management plan is completed

Suggested Answer: *C*

Official Answer: C

Community vote distribution

C (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

Why the other options are incorrect: A. After the project management plan is completed Too late — stakeholder identification is necessary input for developing the project management plan. B. After the stakeholder engagement plan is completed Illogical — you must identify stakeholders first in order to create a stakeholder engagement plan. D. After the communications management plan is completed Also too late — stakeholder identification is a prerequisite for developing communication strategies.

upvoted 1 times

Question #191 *Topic 1*

What communication methods would a project manager use for overall effective project communication?

A. Interactive communication, push communication, interpersonal communication

B. Interactive communication, push communication, pull communication

C. Push communication, pull communication, interpersonal communication

D. Pull communication, interactive communication, interpersonal communication

Suggested Answer: *B*

Official Answer: B

Community vote distribution

B (100%)

JesseChou_123 Most Recent 1 year, 2 months ago

A, C, and D mention interpersonal communication, which is a style or technique, not a core communication method as categorized in the PMBOK Guide.

upvoted 1 times

041ba31 2 years, 2 months ago

B. Interactive communication, push communication, pull communication A project manager typically uses a combination of communication methods for overall effective project communication.

upvoted 1 times

anfacer 3 years, 2 months ago

10.1.2.5 Communication methods. pg374

upvoted 2 times

Question #192 *Topic 1*

At the beginning of an iteration, the team will work to determine how many of the highest-priority items on the backlog list can be delivered within the next iteration.
Which of the following activities is done first?

A. Create Work Breakdown Structure (WBS)

B. Create Scope Baseline

C. Collect Requirements

D. Define Scope

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

JesseChou_123 Most Recent 1 year, 1 month ago
At the beginning of an iteration, the team will work to determine how many of the highest-priority items on the backlog list can be delivered within the next iteration. Which of the following activities is done first? A. Create Work Breakdown Structure (WBS) B. Create Scope Baseline C. Collect Requirements D. Define Scope
upvoted 1 times

JesseChou_123 1 year, 2 months ago
In the context of an iteration-based or Agile project, at the beginning of each iteration (or sprint), the team: Identifies and clarifies the highest-priority backlog items (i.e., user stories or requirements). Determines what can be delivered in the iteration based on capacity and complexity. This corresponds to the "Collect Requirements" process in traditional project management, which involves: Gathering detailed information about what stakeholders need and expect from the project. Using tools such as interviews, focus groups, and facilitated workshops to understand and document requirements.
upvoted 1 times

theplaceholder 1 year, 12 months ago
Collect Requirements is performed at the start of each iteration in an adaptive/agile environment.
upvoted 1 times

wwgk1980 2 years ago
C The overall scope of an adaptive project will be decomposed into a set of requirements and work to be performed, sometimes referred to as a product backlog. At the beginning of an iteration, the team will work to determine how many of the highest-priority items on the backlog list can be delivered within the next iteration. Three processes (Collect Requirements, Define Scope, and Create WBS) are repeated for each iteration page 131
upvoted 1 times

bramirezb593 2 years, 2 months ago
Right answer is C: At the beginning of an iteration, the team will work to determine how many of the highest-priority items on the backlog list can be delivered within the next iteration. Three processes (Collect Requirements, Define Scope, and Create WBS)
upvoted 2 times

adingmaki 2 years, 3 months ago
A product backlog is a prioritized list of work for the development team that is derived from the roadmap and its requirements. definse scope it is
upvoted 1 times

Hungdv 2 years, 5 months ago
Define scope
upvoted 1 times

meg002 2 years, 8 months ago
In order to define the scope, the requirements of the stakeholders must be collected first.but its at the beginning of an iteration, I assume the requirements have been cllected already so it should be Din an agile/adaptive project, the requirements would be collected during each iteration.
upvoted 3 times

meg002 2 years, 8 months ago
Selected Answer: C

In order to define the scope, the requirements of the stakeholders must be collected first.

upvoted 3 times

limoncello 2 years, 7 months ago

but its at the beginning of an iteration, I assume the requirements have been cllected already so it should be Din an agile/adaptive project, the requirements would be collected during each iteration.

upvoted 3 times

limoncello 2 years, 7 months ago

but its at the beginning of an iteration, I assume the requirements have been cllected already so it should be D

upvoted 3 times

theplaceholder 1 year, 12 months ago

in an agile/adaptive project, the requirements would be collected during each iteration.

upvoted 3 times

Question #193 *Topic 1*

A project team submits a weekly progress report to the project manager. The project manager consolidates the same report and sends a complete progress report to the stakeholders.
What is this an example of?

A. Informal communication

B. Internal communication

C. Formal communication

D. Horizontal communication

Suggested Answer: *C*
Official Answer: C

Community vote distribution
C (100%)

JesseChou_123 Most Recent 1 year, 2 months ago
Why the other options are incorrect: A. Informal communication Casual or unstructured (e.g., hallway conversations, chats, or verbal updates) — not applicable here. B. Internal communication This refers to communication within the organization or within the team. In this case, the communication also involves external stakeholders, making it broader than just internal. D. Horizontal communication Happens between peers or departments at the same level — whereas this example involves top-down communication from PM to stakeholders.
upvoted 1 times

041ba31 2 years, 2 months ago
C. Formal communication The scenario described is an example of formal communication. Formal communication typically follows established processes and procedures within an organization for transmitting information. In this case, the project team submits a weekly progress report to the project manager as part of their regular reporting process, which is a formal communication channel. The project manager then consolidates this information and sends a complete progress report to stakeholders, which is also done through established communication channels and processes. This formal reporting ensures consistency, accuracy, and adherence to organizational standards and protocols.
upvoted 2 times

ChymKuBoy 2 years, 8 months ago
C for sure
upvoted 1 times

pbbade 2 years, 10 months ago
C. is correct
upvoted 2 times

Question #194 *Topic 1*

In a large organization, with projects of different types and sizes, what kind of approach or method would be best to use?

A. Predictive

B. Adaptive

C. A mix

D. Agile

Suggested Answer: *C*
Official Answer: C

Currently there are no comments in this discussion, be the first to comment!