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Topic Break Down

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QUESTION NO: 1

Mark works as a project manager for PassGuide Inc. He and his team are working on a new project that involves developing a plan for a new building. You have started estimating the activity durations. You find some uncertainty about the estimates due to the nature of the project. This is your first project. Which of the following estimation techniques is the most likely method that Mark could use to ensure improvement in estimation?

A. Three-point estimation

B. Analogous estimation

C. Hands-down estimation

D. Top-down estimation

ANSWER: A

Explanation:

Three-point estimation is appropriate because the activity-duration estimates contain significant uncertainty, particularly on a first project where the team has limited direct experience and historical performance data. This technique deliberately captures a range of plausible outcomes for each activity: an optimistic duration, a most likely duration, and a pessimistic duration. Considering these three scenarios makes uncertainty explicit rather than treating a single duration estimate as certain. The project manager can then calculate an expected duration, commonly using a triangular average or a weighted beta/PERT-style estimate, and can use the spread between the estimates to understand schedule risk. This provides a more realistic basis for planning, contingency discussions, and later refinement as design details and project knowledge improve. PMI's scheduling guidance identifies three-point estimating as a technique for estimating activity durations when uncertainty and risk must be considered. It also supports progressively elaborating estimates as more reliable information becomes available during planning and execution. See PMI's overview of project scheduling practices at PMI: Schedule Development in Project Management and the U.S. Government Accountability Office guidance on reliable estimates and uncertainty analysis at GAO Cost Estimating and Assessment Guide.

QUESTION NO: 2

You work as a project manager for PassGuide Inc. You have to determine the seller for the project. You have received proposals from five vendors and they are all very good proposals, and the value is worth the same. You have to build a method of ranking each vendor. You have allocated 35 points to experience and 15 points for all the other categories to judge the vendors. Which of the following types of source selection process is used in the above scenario?

A. Screening system

B. Benefits-cost analysis

C. Weighting system

D. Seller rating system

ANSWER: C

Explanation:

Weighting system is correct because the project manager has assigned a numerical importance value to each evaluation criterion before assessing the vendor proposals. Experience receives 35 points, while each remaining category receives 15 points. This establishes that experience has greater influence on the final selection than any individual remaining criterion. Each vendor can be scored against the same criteria, and the weighted scores can then be combined to produce a consistent, documented ranking.

A weighting system is particularly useful when proposals are broadly comparable in value but differ in qualitative characteristics, such as relevant experience, technical capability, delivery approach, staffing, or past performance. It converts the organization's procurement priorities into a repeatable evaluation model, supports fair comparison among sellers, and provides an auditable rationale for the award decision. The criteria and their weights should be defined before proposal evaluation so that the selection reflects the project's stated needs rather than preferences formed after reviewing

the submissions. PMI describes source selection criteria as evaluation standards used to rate or score seller proposals, including weighted criteria where applicable. See PMI's PMBOK Guide and Standards and the Federal Acquisition Regulation guidance on evaluation factors.

QUESTION NO: 3

Don has hired Jerry, a contractor, to complete a portion of his project work. The contract used was a cost-plus contract. If Don was to perform a risk audit, who would carry the risk in this scenario?

A. Jerry would because he is the hired contractor.

B. Don would because he is the project manager.

C. Don would because of the contract type.

D. Jerry would because of the contract type.

ANSWER: C

Explanation:

Don would because of the contract type. A cost-plus contract is a cost-reimbursable arrangement: the buyer reimburses the contractor for allowable, documented costs incurred in performing the contracted work, plus an agreed fee or incentive. Because the ultimate amount paid depends on actual costs, the buyer retains the primary cost risk. In this situation, Don is the party procuring Jerry's services and is therefore the buyer under the contract. A risk audit would confirm that Don must account for the possibility that the work costs more than initially anticipated, subject to the contract's cost controls, ceilings, approval requirements, and applicable terms.

Cost-reimbursable contracts are especially appropriate when the scope is not sufficiently defined to estimate work accurately at the outset, but that flexibility shifts greater financial exposure to the buyer. Effective project management therefore requires Don to monitor invoices, validate allowable costs, manage changes, and track performance against any established budget or not-to-exceed limit. PMI's procurement guidance describes cost-reimbursable contracts as arrangements in which the seller is paid for legitimate costs plus a fee, while the buyer bears more cost risk. See PMI's discussion of project procurement contract types and FAR Part 16.3, Cost-Reimbursement Contracts.

QUESTION NO: 4

Which of the following are inputs of the Acquire Project Team process?

Each correct answer represents a complete solution. Choose all that apply.

A. Resource calendars

B. Organizational process assets

C. Enterprise environmental factors

D. Project management plan

ANSWER: B C D

Explanation:

Acquire Project Team is the project resource management process used to obtain the people needed to complete project work. In the PMBOK process framework reflected by this question, the **Project management plan** is an input because its resource-management-related components establish how project roles, responsibilities, staffing, and team resources will be planned and managed. This provides the basis for acquiring people in a manner consistent with the approved approach.

Enterprise environmental factors are also inputs because the organization's operating environment can directly affect resource availability and acquisition. Relevant factors include organizational structure, existing human-resource practices, labor-market conditions, geographic distribution, and policies governing the use of internal or external personnel.

Organizational process assets provide reusable organizational knowledge and established procedures that support acquisition activities. These assets can include staffing policies, historical information from earlier projects, templates, escalation paths, and documented processes for obtaining personnel.

Together, these inputs ensure that the project manager acquires team members in alignment with the approved project approach, the organization's environment, and its established practices. PMI describes project resource management and the role of organizational influences in its standards and guidance: PMBOK Guide and Standards and PMI on organizational process assets.

QUESTION NO: 5

Which of the following are inputs of the Perform Integrated Change control process?

Each correct answer represents a complete solution. Choose all that apply.

A. Change request

B. Project management plan

C. Work performance information

D. Project document update

ANSWER: A B C

Explanation:

Perform Integrated Change Control evaluates requested changes, determines their effects across the project, and manages approval, deferral, or rejection through the project's established change-control approach. **Change request** is an input because the process must receive a proposed modification, corrective action, preventive action, or defect repair before it can be assessed and dispositioned. The **Project management plan** is an input because it supplies the approved baselines and management plans used to assess how a requested change would affect scope, schedule, cost, quality, resources, risk, and other controlled elements. **Work performance information** is also an input in the PMBOK process formulation reflected by this question; it provides analyzed status and performance context that supports informed change decisions. For example, performance information may reveal a variance or trend that prompts evaluation of corrective action. The resulting decisions can then lead to authorized updates to plans, baselines, and project documents. PMI describes integrated change control as the activity of reviewing change requests and managing changes to project deliverables, organizational process assets, project documents, and the project management plan. See PMI's PMBOK Guide and Standards and its integrated change control guidance.

QUESTION NO: 6

Which of the following are inputs of the Direct and Manage Project Execution process?

Each correct answer represents a complete solution. Choose all that apply.

A. Organizational process assets

B. Approved change requests

C. Quality metrics

D. Project management plan

ANSWER: A B D

Explanation:

Direct and Manage Project Execution uses the **project management plan** as the primary source of direction for performing the work. The plan integrates the approved subsidiary plans and baselines that tell the project manager and team what work is authorized, how it will be performed, and how execution will be coordinated. **Approved change requests** are also inputs

because they represent formally authorized modifications that must be incorporated into the work as execution proceeds. This ensures that the delivered product, service, or result reflects decisions made through integrated change control.

Organizational process assets support execution by providing reusable organizational knowledge and operational resources. These can include standard policies, procedures, templates, lessons learned, issue-management practices, and historical information that help the team execute consistently and in accordance with organizational expectations. Together, these inputs provide the approved direction, authorized updates, and institutional knowledge needed to carry out project work. This terminology is associated with the PMBOK process framework; PMI's standards resources are available at PMI Standards and Publications and its process-group guidance is described at PMI Process Groups.

QUESTION NO: 7

Which of the following best describes the identification, analysis, and ranking of risks?

A. Fixed-price contracts

B. Plan Risk management

C. Fast tracking

D. Design of experiments

E. Risk assessment

ANSWER: E

Explanation:

Risk assessment is the correct term for the structured activity of identifying risks, analyzing their likelihood and potential effect, and ranking or prioritizing them so that the project team can focus attention and resources appropriately. In a project context, this work produces an ordered view of uncertainty: risks with greater probability, impact, urgency, or other defined scoring factors receive higher priority for response planning and monitoring. Identification ensures that relevant threats and opportunities are recorded; analysis evaluates their characteristics; and ranking supports sound management decisions.

This definition aligns with established risk-management guidance. The National Institute of Standards and Technology describes risk assessment as the process of identifying risks and determining their magnitude, which supports prioritization and treatment decisions. PMI's project risk-management guidance likewise treats risk identification and analysis as essential activities for understanding and prioritizing project uncertainty before selecting responses. The resulting prioritized risk register provides a practical basis for assigning owners, choosing response strategies, and reviewing the most significant risks throughout the project life cycle. See NIST's Risk Assessment glossary definition and PMI guidance on project risk management.

QUESTION NO: 8

Which of the following processes involves sharing responsibility and accountability with one another to enable the team the best chance of seizing the positive risks?

A. Risk mitigation

B. Risk enhancement

C. Risk exploitation

D. Risk sharing

ANSWER: D

Explanation:

Risk sharing is the correct positive-risk response because it involves allocating ownership, responsibility, accountability, and often both the potential benefit and associated consequences of an opportunity to another party that is better able to help

realize it. A project team may share an opportunity with a partner, supplier, customer, or specialist organization whose resources, expertise, technology, market access, or capacity increases the likelihood that the beneficial event will occur. The parties collaboratively pursue the opportunity, rather than leaving its realization solely to the original project team. This directly matches the scenario's emphasis on sharing responsibility and accountability to give the team the best chance of seizing a positive risk. In project risk management, opportunities are uncertain events or conditions that can have a favorable effect on one or more project objectives. The recognized response strategies for opportunities include escalate, exploit, share, enhance, and accept. Sharing is especially appropriate where another party has a complementary capability or incentive that makes joint pursuit of the opportunity more effective. PMI describes risk sharing as assigning ownership of an opportunity to a third party best able to capture it for the benefit of the project. See PMI's PMBOK Guide and Standards and PMI's project risk management resources.

QUESTION NO: 9 - (SIMULATION)

Fill in the blank with the appropriate term.

The_____ defines the period in which, during the development of the project scope statement, a clear and very thorough project scope statement narrative is documented.

ANSWER: See the explanation for the answer

Explanation:

Answer: `Scope Definition`

Scope Definition is the process during which the project team develops and documents a clear, detailed project scope statement narrative. This statement establishes the project boundaries, deliverables, assumptions, and constraints.

QUESTION NO: 10

You work as a project manager for PassGuide Inc. You report the project details directly to the vice president and the administrator of your organization. In which of the following types of organization structures are you working?

A. Functional

B. Matrix

C. Jury

D. Projectized

ANSWER: B

Explanation:

Matrix is correct. A matrix organizational structure combines functional management with project management, creating multiple management and reporting relationships. Project work therefore has visibility beyond a single functional chain, and the project manager must communicate project status, issues, decisions, and performance information to organizational leaders and administrative stakeholders in addition to coordinating work across functional areas. The stated direct reporting of project details to more than one organizational authority reflects this shared-management environment.

In practice, matrix structures vary in strength. In a weak matrix, functional managers retain most project authority; in a balanced matrix, authority is shared; and in a strong matrix, the project manager has greater authority and more dedicated project resources. Regardless of the variation, the defining characteristic is that the project operates across the organization rather than solely inside one autonomous department. This requires clear communication channels, explicit governance, and careful stakeholder management by the project manager. PMI describes matrix structures as organizational forms that blend functional and projectized characteristics and distribute authority between functional and project leadership. See PMI's discussion of matrix organizational structures and its PMBOK® Guide resources.

QUESTION NO: 11

Which of the following skills includes vision, gaining consensus for strategic goals, and establishing direction?

A. Organizational skill

B. Budgeting skill

C. Negotiation and Influencing skill

D. Leading skill

ANSWER: D

Explanation:

Leading skill is correct because leadership is the project-management capability that creates a compelling vision, establishes a clear direction, and aligns stakeholders around strategic objectives. A project manager uses leadership to communicate the desired future state, build commitment among team members and sponsors, and ensure that individual efforts support the organization's broader goals. This is more than simply managing work: it involves influencing people, creating shared purpose, resolving uncertainty, and sustaining engagement as the project moves toward its intended outcomes. Gaining consensus is especially important when strategic goals require coordinated decisions across groups with differing priorities. Effective leadership gives those groups a common direction and encourages them to commit to it. The Project Management Institute describes leadership as a core power skill for enabling teams and stakeholders to work effectively toward project objectives, while its talent-triangle guidance emphasizes the importance of power skills alongside technical delivery knowledge. These concepts support identifying Leading skill as the competency described in the question. See PMI's overview of power skills and its discussion of leadership in project management.

QUESTION NO: 12

Which of the following are outputs of the Perform Quality Control process?

Each correct answer represents a complete solution. Choose all that apply.

A. Quality metrics

B. Validated deliverables

C. Validated changes

D. Project document updates

ANSWER: B C D

Explanation:

Perform Quality Control (called Control Quality in newer PMI terminology) evaluates completed work against applicable quality requirements and records the results of inspections, tests, measurements, and other quality-control activities. **Validated deliverables** are an output because deliverables that meet the specified acceptance and quality criteria are confirmed for handoff to the Validate Scope process, where formal customer or sponsor acceptance is obtained. **Validated changes** are also produced when an approved change has been implemented and quality-control work verifies that the changed result conforms to requirements. The process additionally produces **project document updates**, since quality-control findings and results may require updates to artifacts such as the lessons learned register, issue log, risk register, test and evaluation documents, and requirements traceability documentation. These outputs ensure that both the work product and the project's records accurately reflect verified quality results. PMI's process framework describes quality control as monitoring and recording results of quality activities to assess performance and support necessary updates. See PMI's PMBOK® Guide and Standards and its quality-management guidance.

QUESTION NO: 13

You work as a project manager for PassGuide Inc. You want to communicate and solicit feedback from your employees to build future plans. Which of the following will help you to accomplish the above task?

A. Organizational chart

B. Stakeholders register

C. Risk register

D. Change register

ANSWER: A

Explanation:

Organizational chart is correct because it provides a visual representation of the organization's structure, including departments, reporting relationships, management hierarchy, and functional groupings. A project manager can use this information to identify the relevant employees and leaders to involve in planning discussions, determine appropriate communication paths, and ensure that feedback is collected from the right areas of the organization. Understanding who performs which functions and who has decision-making authority is particularly useful when future plans may affect multiple teams or require cross-functional input. The chart also helps the project manager tailor communications to the organizational context and coordinate feedback through established reporting relationships, rather than approaching employees without a clear understanding of responsibilities or escalation channels. This supports purposeful stakeholder communication and creates a practical basis for engaging employees in planning activities. PMI describes organizational structures and their influence on project management in its overview of organizational systems: PMI organizational structure guidance. The U.S. Office of Personnel Management also describes organizational charts as tools for depicting organizational relationships and structure: OPM Organization Design.

QUESTION NO: 14

Which of the following are the types of casual/econometric forecasting methods?

Each correct answer represents a complete solution. Choose all that apply.

A. ARIMA

B. Econometrics

C. ARMA

D. Scenario building

ANSWER: A B C

Explanation:

ARIMA, Econometrics, and ARMA are quantitative forecasting approaches commonly associated with econometric and statistical forecasting. Econometrics applies statistical models to economic or business data to estimate relationships among measurable variables and use those estimates to project future outcomes. This makes it directly applicable when a project manager or analyst needs forecasts that are supported by observed data, model assumptions, and measurable drivers.

ARMA and ARIMA are closely related statistical time-series model families used to forecast a value from its historical observations. ARMA combines autoregressive behavior with moving-average error behavior. ARIMA extends that approach by incorporating differencing, allowing a model to work with nonstationary time series after an appropriate transformation. These methods provide structured, data-driven forecasts and are widely used in econometric forecasting practice, particularly for financial, operational, demand, and other sequential data. Further background on ARIMA modeling is available in Forecasting: Principles and Practice, and the statistical implementation of ARMA/ARIMA-family models is documented by statsmodels time-series analysis documentation.

QUESTION NO: 15

You work as a project manager for PassGuide Inc. You want to include a budget contingency to accommodate the risk of incurring unidentifiable but normally occurring costs within the defined scope. Which of the following processes will help you to accomplish the task?

A. Cost controlling

B. Cost budgeting

C. Cost baselining

D. Cost estimation

ANSWER: B

Explanation:

Cost budgeting is the process used to aggregate estimated costs for project activities or work packages and allocate them across the project timeline to establish the authorized project budget. In the traditional PMBOK cost-management framework, this work includes adding contingency reserves for cost uncertainty associated with work that remains within the defined project scope. A contingency reserve provides funding for anticipated variability and risk exposure, allowing the team to respond to normally occurring but not specifically predictable costs without immediately requiring a budget change.

The resulting time-phased budget becomes the basis for measuring and managing project cost performance. This is important because the contingency is deliberately incorporated while developing the budget, rather than being added later as part of performance monitoring. The Project Management Institute describes project cost management concepts and the relationship between estimates, budgets, reserves, and performance measurement in its foundational standards materials: PMI PMBOK Guide and Standards. PMI also provides an overview of cost-management practices, including budget development and control, at Project Cost Management.

QUESTION NO: 19

You are the owner of a company that handles accounting operations for all its clients. Recently, your clients have been complaining about inefficiency of your business processes, and the lack of productivity. You want to put in place an initiative with the team, which will review the processes and make recommendations for improvement on an on-going basis, which you can use. What kind of management would this team need?

A. Program Management

B. Portfolio Management

C. Business Process Management

D. Project Management

ANSWER: C

Explanation:

Business Process Management is correct because the stated need is to continuously examine how accounting work is performed, identify inefficiencies, recommend improvements, and use those recommendations on an ongoing basis. This discipline manages and improves end-to-end business processes so that work is more consistent, efficient, measurable, and aligned with customer expectations. In this case, the team would document the current accounting workflows, establish performance measures such as processing time, error rates, rework, and client turnaround time, analyze bottlenecks, and recommend redesigned processes and controls. The organization can then implement the changes, monitor results, and repeat the improvement cycle as client needs and operational conditions evolve.

This is particularly appropriate for an accounting-services company because its value is delivered primarily through repeatable operational workflows rather than through a one-time deliverable. Ongoing process governance also helps ensure that improvements are embedded into standard operating procedures instead of remaining isolated recommendations. The Association of Business Process Management Professionals describes this field as a disciplined approach to identifying, designing, executing, documenting, measuring, monitoring, and controlling processes to achieve

results aligned with strategic goals. See ABPMP's BPM CBOK overview and the ISO 9001 quality-management standard, which emphasizes process-based management and continual improvement.

QUESTION NO: 21

Which of the following are inputs of the Develop project team process?

Each correct answer represents a complete solution. Choose all that apply.

A. Project management plan

B. Team performance assessment

C. Project staff assignment

D. Resource calendar

ANSWER: A C D

Explanation:

The Develop Project Team process uses the project management plan, project staff assignments, and resource calendars as inputs. The project management plan provides the relevant direction for managing people, including roles, responsibilities, resource-management approaches, and any project-specific rules that affect team development. Project staff assignments identify the individuals assigned to the project, allowing the project manager to focus development activities on the actual team members who will perform the work. Resource calendars establish when those assigned individuals are available, which is essential for scheduling training, team-building activities, coaching, and other development efforts without disrupting planned project work. Together, these inputs enable the project manager to plan and carry out actions that improve team competencies, interaction, and the overall working environment. This aligns with PMI's treatment of project resource management: project teams must be acquired, developed, and managed in the context of approved plans, assigned resources, and their availability. See PMI's PMBOK Guide and Standards and its project resource management guidance.

QUESTION NO: 22

The Project Communications Management knowledge area focuses on which of the following processes?

Each correct answer represents a complete solution. Choose all that apply.

A. Identify Stakeholders

B. Distribute Information

C. Create Work Breakdown Structure (WBS)

D. Report Performance

ANSWER: A B D

Explanation:

In the PMBOK framework version reflected by this question's terminology, Project Communications Management included the processes *Identify Stakeholders*, *Distribute Information*, and *Report Performance*. Identifying stakeholders establishes who can affect, be affected by, or perceive themselves to be affected by the project. This provides the essential basis for determining communication needs, audiences, channels, and the appropriate level of information.

Distributing information is the operational activity of making needed project information available to stakeholders in a timely and usable form. It supports coordination, informed decision-making, and stakeholder engagement throughout delivery. Reporting performance communicates the project's status and progress, including information such as completed work, forecasts, issues, and performance measurements, so stakeholders can understand project health and take appropriate action.

PMI has since reorganized and updated its standards, including separating stakeholder-related work more explicitly in later editions. However, the listed process names align with the historical PMBOK process model used by this question. PMI's overview of the project-management standard and its continuing role as the foundational reference is available at PMI: PMBOK Guide and Standards. PMI also describes effective project communication as a core project-management capability at PMI: Communicating Project Management.

QUESTION NO: 23

Sam is the project manager for his organization. His project is not doing well on project schedule performance, and management wants him to predict how the project schedule and cost will end. Management has asked Sam to report and forecast his project's performance based on the Delphi Method, scenario building, technology forecasting, and to forecast by analogy. What forecasting method is management asking Sam to use?

A. Earned value management method

B. Time series methods

C. Causal/econometric methods

D. Judgmental methods

ANSWER: D

Explanation:

Judgmental methods is correct because each technique named in the question relies primarily on informed expert assessment rather than solely on mathematical extrapolation of historical project data. The Delphi Method obtains forecasts through an iterative, structured process for eliciting and refining expert judgment. Scenario building considers plausible future conditions and their consequences, which requires professional assessment of uncertainty and assumptions. Technology forecasting draws on subject-matter expertise to estimate the likely development, availability, or impact of technologies. Forecasting by analogy estimates a project's likely outcome by comparing it with similar completed work, using expert judgment to determine whether the comparison is sufficiently relevant and to adjust for meaningful differences.

For a project with unfavorable schedule performance, these methods can help management develop a reasoned view of the likely final schedule and cost when historical numerical trends alone do not capture the operational, technical, or organizational factors affecting future performance. PMI describes forecasting as an estimate of future conditions or events based on currently available information, and recognizes expert judgment as an important project-management input. See PMI's PMBOK Guide and Standards and the U.S. General Services Administration's overview of the Delphi technique.

QUESTION NO: 24

Which of the following are inputs of the Perform Quality Control process?

Each correct answer represents a complete solution. Choose all that apply.

A. Project management plan

B. Quality metrics

C. Quality checklists

D. Validated changes

ANSWER: A B C

Explanation:

Project management plan, **Quality metrics**, and **Quality checklists** are inputs to the legacy PMBOK® Guide Perform Quality Control process. The project management plan supplies the applicable quality-management information, including how quality requirements will be monitored and controlled. It provides the planned framework against which actual project results can be assessed.

Quality metrics define the specific measures used to evaluate whether project attributes, deliverables, processes, or results conform to required standards. They make quality control objective and measurable by establishing the values, tolerances, and acceptance thresholds that inspection and testing activities use.

Quality checklists are structured tools that help ensure required quality-control steps are performed consistently and that relevant characteristics are verified. They support repeatable inspections and reduce the risk that an important requirement or test is overlooked. These inputs collectively enable the project team to measure results, inspect deliverables, identify deviations, and document control findings. PMI's current standards use evolved process terminology, but the underlying quality-control concepts remain consistent: quality requirements must be planned, measured, and verified throughout delivery. See PMI's overview of project quality-management concepts and practices and its PMBOK® Guide and Standards resources.

QUESTION NO: 25

Jenny is the project manager for her organization. Her project is not doing well on project schedule performance, and management wants her to predict how the project schedule and cost will end. Management has asked Jenny to report and forecast her project's performance based on the Judgmental methods. Which of the following judgmental methods will Jenny use to accomplish the task?

Each correct answer represents a complete solution. Choose all that apply.

A. Scenario building

B. Technology forecasting

C. Autoregressive moving average

D. Forecast by analogy

ANSWER: A B D

Explanation:

Judgmental forecasting uses informed professional assessment rather than relying solely on a mathematical model fitted to historical numerical data. **Scenario building** is appropriate because it develops plausible future project conditions—such as resource constraints, delivery risks, or scope changes—and assesses their likely effects on final schedule and cost. **Technology forecasting** is a judgmental approach when the project's outcome depends on the expected maturity, availability, capability, or adoption of technology; expert views can be used to estimate how those developments will affect remaining work. **Forecast by analogy** uses comparisons with similar completed projects, adjusted for relevant differences, to form a reasoned estimate of the current project's likely final performance. These approaches are particularly useful where reliable historical project data are limited, conditions are changing, or management needs an expert-informed view of the remaining work. Project-management guidance recognizes expert judgment and analogous estimation as valid estimation inputs, while forecasting references classify scenario development and technology-oriented assessment among qualitative or judgment-based approaches. See the PMI PMBOK Guide overview and the International Institute of Forecasters' forecasting principles resources.

QUESTION NO: 27

Which of the following are inputs of the Control Scope process?

Each correct answer represents a complete solution. Choose all that apply.

A. Project management plan

B. Work performance information

C. Change request

D. Requirements documentation

ANSWER: A D

Explanation:

Control Scope is the monitoring and controlling process used to track the status of project and product scope and to manage changes to the scope baseline. The **Project management plan** is an input because it contains the scope baseline—comprising the project scope statement, WBS, and WBS dictionary—as well as the scope-management plan. These establish the approved scope against which actual performance and requested changes are assessed.

Requirements documentation is also an input because it records stakeholder and project requirements in sufficient detail to support measurement, validation, and control of scope. The project manager uses this documented requirement set to determine whether the work and deliverables remain aligned with approved needs and to identify scope-related variances requiring formal control.

This treatment reflects the traditional PMI process model in which Control Scope uses approved planning artifacts and requirements records as its control basis. PMI's standards provide the overarching framework for project-management processes and their management-plan components. See PMI's Standards and Publications page and its PMBOK® Guide overview for the governing scope-management context.

QUESTION NO: 28

You are the project manager for the HGQ Project. You and the project team are currently working on the Identify Risks process. When does this project typically happen in a project?

A. During project execution

B. During project initiation

C. Throughout the entire project

D. During project monitoring and controlling

ANSWER: C

Explanation:

Throughout the entire project is correct because risk identification is an ongoing, iterative project-management activity rather than a one-time event tied to a single phase. A project's risk profile changes as planning assumptions are refined, work begins, deliverables are produced, stakeholders provide feedback, suppliers perform, and changes are approved. The project manager and relevant team members should therefore revisit potential threats and opportunities regularly, document newly identified risks in the risk register, and ensure that information is available for analysis and response planning.

Early identification is especially valuable because it permits proactive planning before impacts occur. However, an initial risk review cannot account for all conditions that may emerge later in the project. Continual identification supports effective monitoring by detecting changes to known risks, recognizing residual or secondary risks, and capturing new risks arising from project decisions, external events, or changing requirements. This aligns with PMI guidance that project risk management is conducted throughout the project life cycle and that the risk register is progressively updated as more information becomes available. See PMI's Practice Standard for Project Risk Management and its risk management guidance.

QUESTION NO: 29

You work as a project manager for PassGuide Inc. You are in the project kickoff meeting.

Which of the following documents are reviewed during the project kickoff meeting?

Each correct answer represents a complete solution. Choose all that apply.

A. Project budget

B. Project WBS

C. Project charter

D. Project scope

ANSWER: A C D

Explanation:

Project kickoff aligns the sponsor, project manager, team, and key stakeholders around the authorized work before delivery activities proceed. The **Project charter** is reviewed because it formally authorizes the project and establishes its high-level purpose, objectives, authority, and stakeholder context. Reviewing the **Project scope** gives participants a shared understanding of the intended deliverables, boundaries, and objectives so that the team begins with a common view of what the project is expected to achieve. The **Project budget** is also reviewed to communicate the approved funding baseline and the financial constraints within which the project must be managed. Together, these materials establish the project's mandate, intended outcomes, and resource limits, enabling informed stakeholder commitment and early alignment on expectations. PMI identifies the charter as a foundational authorization document and describes scope and cost management as core project-management disciplines. See PMI's PMBOK® Guide and Standards and its overview of project scope management.

QUESTION NO: 31

Which of the following are the tools and techniques of the Plan Procurements process?

Each correct answer represents a complete solution. Choose all that apply.

A. Contract types

B. Expert judgment

C. Make-or-buy analysis

D. Probability and impact matrix

ANSWER: A B C

Explanation:

Plan Procurements establishes how the project will obtain products, services, or results from outside the organization. **Contract types** are used to structure the buyer-seller agreement and allocate cost, performance, and risk responsibilities appropriately. Selecting an appropriate contract arrangement is therefore a core procurement-planning activity. **Expert judgment** supports decisions requiring procurement, legal, technical, financial, or industry knowledge, such as defining acquisition approaches and evaluating contractual considerations. **Make-or-buy analysis** is used to determine whether work should be performed internally or acquired externally by considering capability, cost, schedule, risks, resource availability, and strategic factors. Together, these techniques help the project manager develop a sound procurement approach before soliciting sellers or awarding work. PMI's procurement guidance describes planning procurement management as the process of documenting project purchasing decisions and identifying potential sellers, while its standards framework recognizes the role of tailored methods and expert knowledge in project-management decisions. See PMI's PMBOK® Guide and Standards and Procurement management planning guidance.

QUESTION NO: 32

Which of the following are outputs of the Acquire Project Team process?

Each correct answer represents a complete solution. Choose all that apply.

A. Organizational process assets

B. Project staff assignments

C. Resource calendars

D. Project management plan updates

ANSWER: B C D

Explanation:

Acquire Project Team is the project resource management process used to obtain the people needed to complete project work. Its tangible results include documenting who has been assigned to the project, establishing when each assigned resource is available, and updating the management approach to reflect the staffing decisions that have been made. Therefore, **Project staff assignments** are an output because the project must formally identify the individuals or roles acquired for the work. **Resource calendars** are also produced or updated to show each team member's working periods, availability, and applicable time constraints; these calendars support realistic activity scheduling and resource planning. **Project management plan updates** are appropriate because acquiring personnel can require changes to resource-management planning, schedules, costs, or other controlled components of the plan. Together, these outputs ensure that the project has both the required team and usable planning information about that team's availability and management. PMI's project-management standards describe project resource management as covering the acquisition, development, and management of project team resources. See the PMBOK Guide and Standards and PMI's project resource management guidance.

QUESTION NO: 33

Which of the following is built by aggregating the costs of the individual work elements and then joining them at time intervals where meaningful actual cost information will be available?

A. Cost baseline

B. Cost estimation

C. Cost controlling

D. Cost budgeting

ANSWER: A

Explanation:

Cost baseline is correct because it is the authorized, time-phased version of the project budget used as the standard for measuring and controlling project cost performance. A project team develops it by rolling up estimated costs from the lowest-level work elements—such as activities or work packages—through the work breakdown structure. Those aggregated amounts are then allocated across the schedule into reporting periods or other meaningful time intervals. This produces planned expenditure information that can be compared with actual cost information as work is performed.

The time-phased nature of the cost baseline is essential: it supports objective performance measurement and enables the team to determine whether spending is tracking the approved plan at a given point in time. It also provides the foundation for earned value management measures, including planned value and cost variance analysis. The baseline represents the approved funding plan for the work and is changed only through formal change control. PMI describes a baseline as an approved version of a work product used as a basis for comparison, while its cost-management resources describe the use of an approved, time-phased cost baseline to monitor project expenditures. See the PMI Lexicon of Project Management Terms and PMI's earned value management overview.

QUESTION NO: 34

Micha is the project manager for her project. Micha is now ready to complete the scope verification process so that she can move the project into the project closing process. What is the primary purpose of the scope verification process?

A. Review of the project performance

B. Acceptance of the project deliverables

C. Acceptance of the project team's performance

D. Approval that the project has met its objectives

ANSWER: B

Explanation:

Acceptance of the project deliverables is correct because scope verification, called the *Validate Scope* process in current PMI terminology, obtains the customer's or sponsor's formal acceptance of completed deliverables. The project manager reviews the deliverables with the authorized stakeholder against the documented scope baseline and applicable acceptance criteria. This confirms that the work products are complete from the customer's perspective and creates an acceptance record that can be used during project or phase closure.

Formal acceptance is particularly important before closing because it establishes that the organization has received the agreed-upon product, service, or result. Typical evidence includes signed acceptance documentation, approved inspection results, or an authorized decision captured in the project records. The process may also identify change requests when deliverables require further work, but its central outcome is verified, accepted deliverables. PMI distinguishes this stakeholder acceptance activity from internal quality-control activities: project deliverables are inspected or reviewed to determine whether they satisfy documented requirements, then accepted by the appropriate customer or sponsor representative. See PMI's overview of project-management standards at PMI Standards and its resource on scope management at Project Scope Management Approaches.

QUESTION NO: 35

Which of the following is the process of monitoring cost performance and controlling changes to the cost baseline?

A. Cost control

B. Bottom-up cost estimation

C. Cost budgeting

D. Performance review

ANSWER: A

Explanation:

Cost control is correct because it is the project cost-management activity that tracks actual spending and cost performance against the approved cost baseline, identifies variances, forecasts likely final cost outcomes, and manages proposed changes through the project's change-control process. The cost baseline is the time-phased, approved budget used as the reference point for measuring whether the project is performing within authorized funding and cost expectations. Cost control therefore involves collecting cost data, comparing planned and actual results, analyzing the significance and cause of variances, and taking appropriate corrective action when performance indicates that objectives may not be met. It also ensures that the baseline is not altered informally: approved scope, schedule, or budget changes must be evaluated and incorporated through integrated change control. Common techniques supporting cost control include earned value analysis, trend analysis, forecasting, and reviews of cost and schedule performance. This aligns with PMI's description of controlling costs as monitoring project status to update costs and managing changes to the cost baseline. See PMI's PMBOK® Guide and Standards and the PMI overview of earned value management for related cost-performance monitoring concepts.

QUESTION NO: 36 - (SIMULATION)

Fill in the blank with the appropriate term.

_____emphasizes on bringing out the best in a team to make sure that self development, positive communication, leadership skills, and the skill to work together as a team to resolve problems are built within the team.

ANSWER: See the explanation for the answer

Explanation:

Answer: Team building

Team building focuses on developing a team's effectiveness by fostering self-development, positive communication, leadership abilities, collaboration, and collective problem-solving skills.

QUESTION NO: 37

You are the program manager for the HGQ Program in your organization. Your program has eight constituent projects including a small project which you've assigned to Beth a new project manager in your organization. Part of your assignment is to coach Beth on project management in your program. You are telling Beth about the five process groups of project management and how they map to the progression of the project. Which process group would you tell Beth is where she'll likely spend the bulk of the project time and the project budget?

A. Executing

B. Planning

C. Monitoring and Controlling

D. Procurement

ANSWER: A

Explanation:

Executing is correct because this is the process group in which the project team performs the work defined in the project management plan to create the approved deliverables. It is therefore normally the period in which people, materials, vendors, facilities, and other planned resources are most actively consumed. Since resource use drives much of a project's cost, the greatest share of the project budget is typically expended while the team is executing the planned work.

Execution includes coordinating people and resources, managing stakeholder engagement and communications, implementing quality-management activities, and producing deliverables that can be reviewed and accepted. A project manager will still plan, monitor, control, and perform other management activities throughout the life cycle, but those activities support the delivery work rather than replacing it. The scale and timing of expenditures can vary with the project's life cycle, procurement strategy, or resource model; nevertheless, the standard expectation for a typical project is that work performance and associated spending peak during execution. PMI describes project work as being performed through the process groups and identifies execution as the group used to complete the work defined in the plan. See PMI's Process Groups: A Practice Guide and its overview of project management.