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Certified Associate in Project Management (CAPM)

PMI CAPM

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Topic Break Down

Topic	No. of Questions
Topic 1, Project Management Fundamentals and Core Concepts	674
Topic 2, Predictive, Plan-Based Methodologies	858
Topic 3, Agile Frameworks/Methodologies	105
Topic 4, Business Analysis Frameworks	65
Total	1702

QUESTION NO: 1

To ensure stakeholder satisfaction; identified stakeholder needs should all be

A. Vetted

B. Ranked from greatest to least

C. Qualified

D. Documented in the stakeholder engagement plan

ANSWER: B

Explanation:

Ranked from greatest to least is correct because stakeholder needs, expectations, and levels of influence can differ substantially and may compete with one another. A project manager must evaluate their relative importance so that engagement decisions, communications, requirements decisions, and use of limited project resources are directed toward the needs with the greatest potential effect on project objectives and stakeholder support. Prioritization gives the team a practical basis for deciding what requires immediate attention and what can be addressed later, while maintaining a deliberate, tailored approach to stakeholder engagement.

PMI's stakeholder management approach emphasizes analyzing stakeholders' interests, influence, expectations, and potential impact on the project. The resulting stakeholder information supports the development of engagement strategies and ongoing adjustments as stakeholder circumstances change. Ranking identified needs from greatest to least therefore helps transform stakeholder information into actionable engagement priorities, supporting satisfaction of the needs that matter most to project success. This is consistent with PMI's overview of project stakeholder management and its focus on proactively engaging stakeholders throughout the project life cycle. See PMI's stakeholder management strategy guidance and the PMBOK® Guide and Standards.

QUESTION NO: 2

A few project team members are having issues understanding the requirements as described. Which action should be taken to resolve this issue?

A. Review the requirements traceability matrix and set up a meeting with the business analyst and key stakeholders.

B. Review the requirements traceability matrix, the business analysis communications management plan, and set up a meeting with the business analyst and key stakeholders.

C. Review the business analysis communications management plan and set up a meeting with the business analyst and key stakeholders.

D. Review the project management plan and set up a meeting with the project manager and key stakeholders.

ANSWER: B

Explanation:

Review the requirements traceability matrix, the business analysis communications management plan, and set up a meeting with the business analyst and key stakeholders. is the most complete action because it combines requirements information, the agreed communication approach, and direct collaboration. The requirements traceability matrix connects each requirement to its source, related business need, and downstream project work. Reviewing it helps the team establish the requirement's intended purpose, relationships, and status before discussing ambiguities.

The business analysis communications management plan identifies how requirements information is to be communicated, who should participate, and the appropriate channels or escalation paths for clarification. Using that plan ensures the team addresses the issue through the established business-analysis governance approach. A focused meeting with the business analyst and key stakeholders then allows the people responsible for analyzing requirements and representing the business need to clarify meaning, acceptance expectations, assumptions, and any required updates. This creates a shared understanding that the project team can use in subsequent planning and delivery work. PMI describes business analysis as

identifying business needs and determining solutions that deliver value; clear, collaborative requirements communication is central to that work. See PMI's Business Analysis resources and PMBOK® Guide standards information.

QUESTION NO: 3

How can a project manager determine if the project activities comply with organizational and project policies, processes, and procedures?

A. Look at the quality metrics.

B. Validate the scope.

C. Review the quality checklist.

D. Conduct a quality audit.

ANSWER: D

Explanation:

Conduct a quality audit is correct because a quality audit is a structured, independent review of project activities and work products to determine whether they comply with established organizational and project policies, processes, procedures, and standards. The audit examines how work is being performed, not merely whether a deliverable meets its acceptance criteria or whether a measured result falls within a target range. This makes it the appropriate technique for assessing adherence to the project's quality management approach and the organization's required methods.

Quality audits can identify good practices, process gaps, nonconformities, and opportunities to improve the project's processes. Their findings may lead to corrective actions, updates to quality-management documentation, process improvements, or lessons learned that benefit the current project and future work. A project manager can use audit results to ensure that the team consistently follows approved procedures and that organizational process assets are being applied appropriately. PMI describes quality assurance activities, including audits, as focused on ensuring that appropriate quality standards and processes are used. See PMI's quality assurance guidance and the PMBOK® Guide and Standards overview.

QUESTION NO: 4

A collection of projects managed as a group to achieve strategic objectives is referred to as a:

A. plan

B. process

C. program

D. portfolio

ANSWER: D

Explanation:

A **portfolio** is the correct term because it is a collection of projects, programs, subsidiary portfolios, and sometimes operations that are managed together to help an organization achieve its strategic objectives. Portfolio management is focused on selecting, prioritizing, authorizing, monitoring, and balancing work so that organizational investment is directed toward the most valuable strategic outcomes. The components of a portfolio do not need to be directly related or interdependent; they are grouped because they support the organization's strategic goals and investment decisions.

In PMI terminology, this strategic alignment distinguishes a portfolio from other organizational groupings of work. Portfolio leaders continually evaluate components based on factors such as organizational value, risk, resource capacity, and alignment with changing business strategy. This enables an organization to optimize value across its total body of work rather than manage each initiative only in isolation. PMI's overview of portfolio management describes this strategic,

centralized management role, and the PMI Lexicon provides the formal definition of a portfolio. See PMI's portfolio management overview and the PMI Lexicon of Project Management Terms.

QUESTION NO: 5

In the project charter process, which three of the following are discussed during meetings held with stakeholders? (Choose three) D Cost

A. High-level deliverables

B. Success criteria

C. Project objectives

D. Phase transitions

ANSWER: A B C

Explanation:

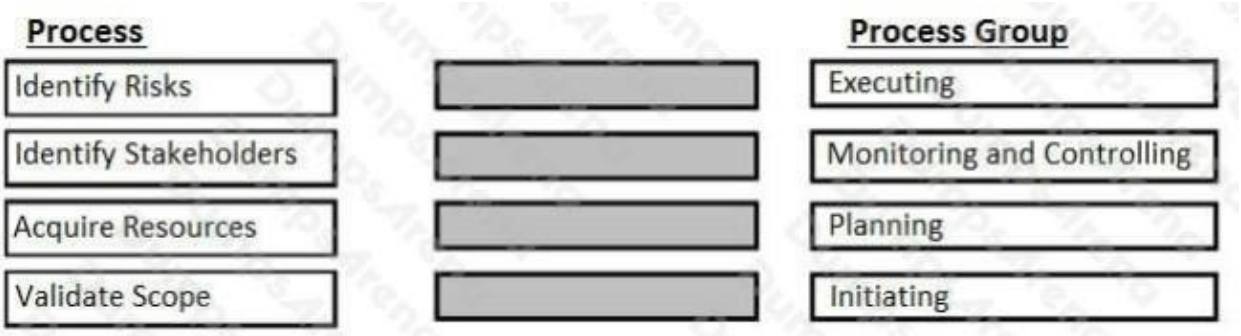
High-level deliverables, success criteria, and project objectives are appropriate subjects for stakeholder meetings while developing the project charter. The charter formally authorizes the project and establishes a shared, high-level understanding of what the project is intended to achieve. Discussing project objectives ensures that the intended business results and measurable outcomes are understood by the sponsor and key stakeholders. Success criteria establish how stakeholders will determine whether those intended outcomes have been achieved. High-level deliverables help define the major outputs or capabilities expected from the project without attempting the detailed decomposition that is performed later during planning. These discussions support alignment, secure stakeholder commitment, and provide the information needed for the project charter's high-level description of the project's purpose, objectives, requirements, and expected outcomes. PMI describes the project charter as the document that formally authorizes a project and gives the project manager authority to apply organizational resources to project activities. See PMI's project charter development guidance and the PMBOK® Guide and Standards for the role of chartering and stakeholder alignment.

QUESTION NO: 6 - (DRAG DROP)

DRAG DROP

Match the process with its corresponding Process Group.

Select and Place:



ANSWER:

Explanation:

PMI organizes project management processes into Process Groups based on when and how they are performed during the project life cycle. The correct matching reflects the purpose of each process. “Identify Stakeholders” belongs in Initiating because stakeholder identification begins as the project is being authorized and defined. Early recognition of people, groups, and organizations that can affect or be affected by the project supports appropriate engagement from the outset.

“Identify Risks” belongs in Planning because risk planning establishes an understanding of uncertainty before project work is carried out. The project team identifies individual project risks and broader sources of overall project risk so that suitable responses, reserves, ownership, and monitoring approaches can be planned.

“Acquire Resources” is an Executing process because it involves obtaining the physical resources and team members needed to perform the work defined in the project management plan. This is part of carrying out planned project activities and enabling the team to produce deliverables.

“Validate Scope” belongs in Monitoring and Controlling because it formalizes customer or sponsor acceptance of completed deliverables. It compares completed work with documented acceptance criteria and provides an accepted deliverable as an output. This supports ongoing control of scope and confirms that completed results meet agreed requirements. These placements are consistent with PMI’s process-group model and its description of project management process interactions. See PMI’s PMBOK Guide and Standards and PMI’s overview of project management process groups.

QUESTION NO: 7

An organization ' s project management office (PMO) has issued guidelines that require a specific template to be used for onboarding resources for a project. Where can the project manager find this template?

A. Organizational systems access

B. Organizational process assets

C. Resources management plan

D. Procurement management plan

ANSWER: B

Explanation:

Organizational process assets are correct because a PMO-issued resource-onboarding template is a reusable internal artifact maintained by the performing organization. PMI describes organizational process assets as organizational plans, processes, policies, procedures, and knowledge bases that can influence how projects are managed. They commonly include standard templates, forms, checklists, guidelines, and other process documentation that project teams use to apply established organizational practices consistently. A project manager would therefore consult the organization’s process-asset repository, PMO portal, methodology library, or similar internal knowledge base to obtain the required onboarding template.

Using the established template supports governance and repeatability across projects. It helps ensure that the project follows the organization’s approved approach for bringing team members or other resources onto the project, including any required administrative, security, compliance, or operational steps. The template exists before the individual project plan is developed and is available for project managers to tailor and apply as appropriate within organizational requirements. PMI’s overview of project management standards and resources discusses the organizational context in which projects operate:

PMI Standards and PMBOK Guide. PMI also provides guidance on the role of PMOs in enabling consistent project delivery practices: PMOs as strategic drivers of organizational success.

QUESTION NO: 8

A project manager has joined the sponsor to verify the last deliverable of the project. The sponsor is measuring and examining the deliverable to determine whether it meets the requirements and product acceptance criteria. Which activity is being performed?

A. Inspection

B. Prototyping

C. Decision making

D. Brainstorming

ANSWER: A

Explanation:

Inspection is being performed. In PMI's project management guidance, inspection is an evaluation technique involving activities such as measuring, examining, testing, or otherwise verifying a work product to establish whether it conforms to documented requirements and product acceptance criteria. The scenario uses the defining language for this technique: the sponsor is measuring and examining the final deliverable against the requirements and acceptance criteria.

This evaluation supports scope validation, through which completed deliverables are reviewed with the customer or sponsor to obtain formal acceptance. The project manager's participation helps ensure that the deliverable presented for acceptance is assessed objectively against the agreed criteria. Once the sponsor confirms that those criteria are met, the resulting accepted deliverable can be formally documented and used in closing activities. Inspection may be conducted through reviews, walkthroughs, audits, or direct examination, depending on the product and organizational context, but its purpose remains confirming conformance before acceptance.

PMI describes the formal acceptance of completed project deliverables in its PMBOK® Guide and Standards. PMI's overview of project scope management is also available at PMI Learning Library.

QUESTION NO: 9

Which two costs are classified as costs of conformance in project quality management? (Choose two.)

A. Prevention costs

B. Appraisal costs

C. Internal failure costs

D. External failure costs

ANSWER: A B

Explanation:

Prevention costs and **appraisal costs** are costs of conformance. Prevention costs are incurred to avoid defects, such as training, process improvement, and quality planning. Appraisal costs are incurred to evaluate whether work meets quality requirements, such as inspections, testing, and audits.

Failure costs are costs of nonconformance because they result when quality requirements are not met. Internal failure costs occur before delivery, while external failure costs occur after the customer receives the deliverable. See PMI's PMBOK® Guide and Standards for quality management guidance.

QUESTION NO: 10

The degree, amount, or volume of risk that an organization or individual will withstand is known as its risk:

A. Analysis

B. Appetite

C. Tolerance

D. Response

ANSWER: C

Explanation:

Tolerance is correct because risk tolerance describes the degree, amount, or volume of risk that an organization or individual is willing to withstand. It expresses the acceptable variation around objectives or thresholds before action is needed. For example, a project sponsor may tolerate a small schedule variance or limited cost exposure but require escalation when a defined threshold is exceeded. Establishing risk tolerance helps the project team evaluate risks consistently, prioritize responses, and determine when a risk's exposure is within acceptable limits versus when it requires additional management attention.

In PMI risk management, tolerance is part of the broader risk-attitude context that influences how stakeholders assess uncertainty and make decisions. The project manager should identify and document relevant tolerance levels early, then use them when planning risk responses, monitoring risk exposure, and communicating escalations. Clear tolerance thresholds support decisions that are aligned with the organization's governance expectations and stakeholder preferences. PMI discusses risk-related terminology and project risk management concepts in its standards and learning resources; see PMI's PMBOK® Guide and Standards and PMI's project risk management resources.

QUESTION NO: 11

Which process involves documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans?

A. Collect Requirements

B. Direct and Manage Project Execution

C. Monitor and Control Project Work

D. Develop Project Management Plan

ANSWER: D

Explanation:

Develop Project Management Plan is the process of defining, preparing, and coordinating all components of the project plan into one integrated project management plan. This plan documents how the project will be executed, monitored, controlled, and closed. It also incorporates and integrates the relevant subsidiary management plans, such as the scope, schedule, cost, quality, resource, communications, risk, procurement, and stakeholder engagement management plans, as applicable to the project.

The integrated plan provides the approved baseline and management approach that guides the project team's work and supports consistent decision-making throughout the project life cycle. It is tailored to the project's context, characteristics, complexity, and governance requirements; not every possible subsidiary plan is necessarily needed. As planning progresses, the project manager coordinates inputs from the team and stakeholders so that the plan describes both the work to be performed and the methods that will be used to manage that work. PMI identifies this activity within the Integration Management performance area/process discipline. See PMI's overview of project management standards in PMBOK® Guide and Standards and its description of project management plan development in Developing the Project Management Plan.

QUESTION NO: 12

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.

ANSWER: B

Explanation:

Estimates are created by using information about resources of previous similar projects. This describes analogous estimating because it uses actual historical information from a comparable completed project as the basis for forecasting the effort, duration, cost, or resource needs of the current project. The project team identifies a prior project that is sufficiently similar in scope, complexity, technology, or deliverables, then applies its observed results—often with expert judgment and appropriate adjustments—to form a high-level estimate for the new work. Analogous estimates are especially useful early in a project, when detailed requirements and work-package-level information may not yet be available. PMI characterizes analogous estimating as a technique that relies on values or attributes from a previous, similar project, with adjustments for known differences, rather than calculating an estimate from detailed task components. Because the quality of the estimate depends on how comparable the historical project is and how sound the adjustments are, reliable organizational historical data is valuable. See PMI's overview of estimating techniques in the PMI Library and the U.S. Government Accountability Office's Cost Estimating and Assessment Guide.

QUESTION NO: 13

What is the probability of occurrence if the risk rating is 0.56 and the impact if the risk does occur is very high (0.80)?

A. 0.45

B. 0.56

C. 0.70

D. 1.36

ANSWER: C

Explanation:

0.70 is correct because a quantitative risk rating in this context is calculated as the product of a risk's probability of occurrence and its impact: risk rating = probability × impact. The question supplies a risk rating of 0.56 and an impact value of 0.80. Rearranging the relationship gives probability = risk rating ÷ impact. Therefore, the probability is 0.56 ÷ 0.80, which equals 0.70. Expressed another way, a 70% likelihood combined with an 80% impact produces the stated rating: 0.70 × 0.80 = 0.56. This is the standard logic used in probability-and-impact assessment, where numerical values support consistent comparison and prioritization of project risks. PMI describes risk as an uncertain event or condition that can affect project objectives, and probability-and-impact assessment provides a structured basis for evaluating that uncertainty. See PMI's Project Management Lexicon and its project risk management guidance for related terminology and practices.

QUESTION NO: 14

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

A. Informal conversation

B. Face-to-face meeting

C. Short email update

D. Written report

ANSWER: B

Explanation:

Face-to-face meeting is the appropriate communication method for providing a difficult update to an important stakeholder with low risk tolerance. Communication methods should be selected based on the sensitivity and complexity of the information, as well as stakeholder needs and preferences. A difficult update may create concern, require nuanced context, or lead to immediate questions. A face-to-face discussion provides a high-bandwidth, interactive channel in which the project manager can explain the situation clearly, observe the stakeholder's verbal and nonverbal reactions, check understanding, and address concerns in real time. This direct interaction also supports trust and helps the project manager communicate any planned response, such as risk-response actions, escalation paths, or decisions needed from the stakeholder. For a stakeholder who is particularly sensitive to uncertainty or adverse outcomes, the ability to discuss implications and next steps promptly is especially valuable. PMI guidance emphasizes tailoring communications to stakeholder requirements and using interactive communication when timely feedback and shared understanding are needed. See PMI's overview of project communications management strategies and the PMBOK® Guide and Standards resources.

QUESTION NO: 15

The degree of uncertainty an entity is willing to take on in anticipation of a reward is known as its risk:

A. management

B. response

C. tolerance

D. appetite

ANSWER: D

Explanation:

appetite is correct. Risk appetite is the amount or degree of uncertainty an organization or other entity is willing to accept in pursuit of anticipated value or reward. It expresses a broad, strategic attitude toward risk and helps establish the context for project decisions, including which opportunities may be pursued and how much exposure is acceptable while pursuing project objectives. In project management, the project team considers the organization's risk appetite when planning risk management because it influences how risks are assessed, prioritized, escalated, and addressed. A higher appetite may support accepting greater uncertainty to seek potential benefits, while a lower appetite indicates a preference for limiting exposure. PMI distinguishes this overall willingness to take risk from more specific boundaries or thresholds used to monitor particular objectives. PMI's risk-management guidance discusses risk appetite as part of the organizational context that informs project risk management. See PMI's Project Risk Management in Practice and the PMBOK® Guide and Standards overview.

QUESTION NO: 16

A software team has completed a critical feature and demonstrated it to the project sponsor.

What kind of stakeholder communication was used in this scenario?

A. Informal written

B. Formal verbal

C. Formal written

D. Informal verbal

ANSWER: B

Explanation:

Formal verbal is correct because a planned demonstration of a completed critical feature to the project sponsor is a structured, interactive communication event. The team presents the feature, describes its behavior or value, and can receive questions, feedback, acceptance input, or direction from the sponsor in real time. Its importance and intended audience make the communication formal: it supports oversight, stakeholder engagement, decision-making, and potentially authorization to proceed. It is verbal because the essential exchange occurs through a live presentation and discussion, even though the software itself provides a visual element. PMI recognizes presentations and meetings as interactive communication methods, which enable multidirectional information exchange and immediate clarification. A feature demonstration is also consistent with review events in adaptive work, where stakeholders inspect completed work and provide feedback that informs subsequent work. Communication should be selected and tailored to the information need, stakeholder role, and required level of engagement; a sponsor reviewing a critical deliverable needs this direct, structured interaction. See PMI's overview of project communications management at PMI: Communications Management and Project Success and PMI's resource on stakeholder engagement at PMI: Stakeholder Management Strategy.

QUESTION NO: 17

A business case is being assembled. Which two elements are necessary to complete this process? (Choose two)

A. Project management plan

B. Product roadmap

C. Requirements traceability matrix

D. Business goals and objectives

E. Risk register

ANSWER: B D

Explanation:

Business goals and objectives are necessary because a business case establishes why an organization should invest in a proposed initiative. It must connect the initiative to a business need and to measurable strategic outcomes, such as improved revenue, reduced cost, regulatory compliance, or improved customer experience. Clear goals and objectives provide the basis for assessing expected benefits, defining success measures, and determining whether the anticipated value justifies the required investment.

Product roadmap is also necessary in this context because it communicates the product vision, intended direction, major outcomes, and expected sequence of value delivery. When a business case concerns a product or product-related initiative, the roadmap helps decision makers understand how the proposed work contributes to longer-term strategy and benefits realization rather than evaluating it as an isolated effort. Together, the business goals and objectives establish the value rationale, while the product roadmap provides the strategic context and anticipated evolution needed to support an investment decision.

PMI describes the business case as an artifact used to evaluate the value and feasibility of a proposed initiative and support portfolio or project decisions. See PMI's Business Analysis standards and resources and its overview of PMBOK® Guide standards.

QUESTION NO: 18

Which roles does the project manager resemble best?

A. Orchestra conductor

B. Facilities supervisor

C. Functional manager

D. School principal

ANSWER: A

Explanation:

Orchestra conductor is the best analogy for a project manager. A conductor does not personally play every instrument; instead, they create alignment among skilled specialists, establish timing and tempo, communicate the intended outcome, and coordinate each contribution so that the complete performance achieves its purpose. Similarly, a project manager integrates the work of people with different expertise, helps the team understand shared objectives, coordinates interdependent activities, manages communication with stakeholders, and guides delivery toward the project's intended value.

This analogy also reflects the project manager's accountability for integration. The project manager balances competing constraints, monitors how work across the project fits together, facilitates decisions, responds to changes, and provides leadership without necessarily having direct authority over every contributor. The role is therefore primarily one of orchestration: enabling the right people, resources, processes, and information to work together effectively at the right time. PMI describes the project manager as the person assigned by the performing organization to lead the team responsible for achieving project objectives. The project management principles emphasize stewardship, leadership, team collaboration, systems thinking, and tailoring—capabilities that support this coordinating role. See PMI's PMBOK® Guide and Standards and its overview of professional responsibility and leadership expectations.

QUESTION NO: 19

To please the customer, a project team member delivers a requirement which is uncontrolled. This is not part of the plan. This describes:

A. scope creep.

B. a change request.

C. work performance information.

D. deliverables.

ANSWER: A

Explanation:

scope creep. is correct because the team member has introduced and delivered work that was not included in the approved project plan or controlled through the project's change management process. Scope creep is the uncontrolled expansion of product or project scope without corresponding review and approval of impacts on constraints such as schedule, cost, resources, quality, and risk. Even when the intent is to satisfy a customer, a requirement outside the approved scope must be evaluated and authorized through integrated change control before it is incorporated into the project's work.

CAPM candidates should recognize that project scope is established through approved scope-related baselines and requirements documentation. The project team is expected to perform only the authorized work needed to produce the agreed deliverables. When an unplanned requirement is implemented informally, the project may incur unassessed effort and create downstream consequences, including support obligations or new stakeholder expectations. Formal change control protects both the customer and the project by ensuring that requested additions are assessed, documented, approved at the appropriate authority level, and incorporated into updated plans before execution. PMI describes the project management standard and its governance principles at PMI's PMBOK® Guide and Standards page; PMI's terminology resources are available through its Lexicon of Project Management Terms.

QUESTION NO: 20

What term describes an intentional activity to modify a nonconforming product or product component?

A. Preventive action

B. Corrective action

C. Defect repair

D. Updates

ANSWER: C

Explanation:

Defect repair is the correct term because it is the intentional activity undertaken to modify a product or product component that does not conform to its requirements. In project quality management, inspection and quality-control activities may identify deliverables that fail to meet approved specifications, acceptance criteria, or other documented requirements. Defect repair addresses that specific nonconformance by correcting, reworking, replacing, or otherwise modifying the affected deliverable so it can meet the applicable requirement.

This term is used for the work performed on the deliverable itself, rather than for an analysis of the underlying process. A defect repair may require authorization through the project's change-control approach when the repair affects baselines, approved plans, specifications, or other controlled project documents. The project team should also verify the repaired item through appropriate quality-control activities before it is submitted for acceptance. PMI's standards describe quality management concepts and the controlled management of project deliverables; see PMI's PMBOK Guide and Standards and PMI Standards.

QUESTION NO: 21

Which two of the following can be used as communication tools between the business analyst and the rest of the project team? (Choose two)

A. Project management plan

B. Pareto chart

C. Gantt chart

D. Responsible, accountable, consult, inform (RACI) matrix

E. Process flows

ANSWER: D E

Explanation:

Responsible, accountable, consult, inform (RACI) matrix and **Process flows** are communication tools that help a business analyst create a shared understanding with delivery-team members and other stakeholders. A RACI matrix communicates participation expectations for project or analysis work by identifying who performs work, owns accountability, provides input, and receives updates. This is especially valuable when requirements are elicited, analyzed, validated, approved, or changed, because team members can quickly understand the appropriate involvement and communication path for each activity or decision.

Process flows communicate business and system behavior visually. They can model an existing process and a desired future process, showing activities, decisions, handoffs, inputs, outputs, and exceptions. This visual representation enables developers, testers, project managers, and subject-matter experts to discuss the same workflow, validate requirements, identify gaps, and align implementation with the intended business outcome. PMI recognizes business analysis as an activity focused on defining needs and recommending solutions that deliver value; both responsibility clarity and understandable process models directly support that collaboration. See PMI's Business Analysis resources and its overview of responsibility assignment matrices.

QUESTION NO: 22

Which is an example of an internal enterprise environmental factor?

A. Market share brand recognition

B. Factory location

C. Local government regulation

D. Industry research

ANSWER: B

Explanation:

“Factory location” is an internal enterprise environmental factor because it represents the organization’s existing physical facilities and geographic distribution of resources. These are conditions within the organization that can influence how a project is planned, staffed, executed, and controlled. For example, the location of a factory can affect logistics, access to equipment and personnel, communication arrangements, site-related constraints, and the practical approach to delivering project work.

PMI describes enterprise environmental factors as conditions that are outside the project team’s direct control but can influence, constrain, or direct the project. Internal enterprise environmental factors include organizational culture, structure and governance; infrastructure; resource availability; employee capabilities; and the geographic distribution of facilities and resources. A factory’s established location fits this category because it is an organizational facility and part of the organization’s operating environment, rather than a project-created deliverable or a condition set by an outside entity.

For PMI terminology and standards resources, see the PMI Lexicon of Project Management Terms and the PMI Standards and Publications page.

QUESTION NO: 23

When the business objectives of an organization change, project goals need to be:

A. realigned.

B. performed.

C. improved.

D. controlled.

ANSWER: A

Explanation:

Project goals need to be **realigned.** A project exists to create value and advance the organization’s strategy and business objectives. When those objectives change, the project’s intended outcomes, priorities, scope, success criteria, and expected benefits may no longer support the revised direction. Realigning the goals ensures that the project remains strategically relevant and that the work, resources, decisions, and deliverables continue to contribute to the value the organization now needs.

In practice, this realignment should be evaluated through appropriate governance and change-control processes. The project manager and relevant stakeholders assess the effect of the changed business objectives on the business case, benefits, requirements, schedule, budget, risks, and stakeholder expectations. Authorized changes are then incorporated into the project’s plans and baselines as applicable. If the project can no longer justify continued investment or cannot be aligned with the new strategy, governance may decide to modify, pause, or terminate it. PMI identifies alignment with organizational strategy and value delivery as central to effective project and portfolio management. See PMI’s Benefits Realization Management guidance and its overview of project management.

QUESTION NO: 24

In the project charter process, which three of the following are discussed during meetings held with stakeholders? (Choose three)

A. High-level deliverables

B. Phase transitions

C. Project objectives

D. Success criteria

E. Cost

ANSWER: A C D

Explanation:

High-level deliverables, **Project objectives**, and **Success criteria** are discussed with stakeholders when developing the project charter. The charter is created during project initiation to formally authorize the project and establish a shared, high-level understanding of its intended purpose and direction. Stakeholder meetings are therefore used to clarify the outcomes the project is expected to produce, expressed as high-level deliverables, rather than detailed work packages or activity-level outputs.

These discussions also establish project objectives: the measurable goals or business outcomes that justify undertaking the project. Agreement on objectives helps ensure the project remains aligned with the organization's strategic needs and the underlying business case. Stakeholders additionally identify success criteria, which define how achievement of the objectives and acceptability of the resulting deliverables will be evaluated. These criteria provide an early common basis for judging whether the project has delivered the expected value.

This is consistent with PMI's description of the project charter as an authorizing document containing high-level project information and with PMI's foundational standards for initiating and governing projects. See PMI's PMBOK® Guide and Standards and PMI Lexicon of Project Management Terms.

QUESTION NO: 25

A company has implemented an adaptive project management framework for a new project. When planning for an iteration, how should risks be addressed? (Choose two.)

A. Risks should be considered when selecting the content of each iteration

B. Risks should be tailored for each iteration

C. Risks should be identified, analyzed, and managed during each iteration

D. Risks should be documented prior to each iteration

E. Risks should be reviewed only once during each iteration

ANSWER: A C

Explanation:

In an adaptive approach, risk management is integrated into ongoing planning and delivery rather than handled as a one-time activity. **Risks should be considered when selecting the content of each iteration** because iteration planning involves deciding which work will provide the greatest value while accounting for uncertainty, dependencies, technical complexity, and potential exposure. Teams may deliberately schedule high-risk work earlier to obtain rapid feedback, test assumptions, and reduce uncertainty before substantial effort is invested.

Risks should be identified, analyzed, and managed during each iteration because adaptive projects use short feedback cycles to continuously discover new risks and reassess known ones. The team can identify risks while refining work, analyze their probability and impact, select responses, assign ownership, and monitor outcomes as iteration work proceeds.

Reviews, daily coordination, demonstrations, and retrospectives provide recurring opportunities to inspect changing conditions and adapt the risk response. This supports the PMI principle that uncertainty is managed continuously and that plans are progressively elaborated as more information becomes available. See PMI's Agile Practice Guide resources and the Scrum Guide for the iterative inspection-and-adaptation model.

QUESTION NO: 26

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 appropnate project delivery

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

ANSWER: D

Explanation:

In the PMI Talent Triangle, leadership skills concern the interpersonal abilities used to help people perform effectively and achieve a shared outcome. Therefore, "guide, motivate, and direct a team to reach project goals" correctly describes leadership. A project professional applies leadership by setting direction, communicating a compelling purpose, building trust, influencing others, resolving conflict, supporting collaboration, and encouraging accountability. These capabilities enable the team to coordinate its work and remain engaged while pursuing the project objectives. Leadership is not limited to a formal job title: project managers and team members can demonstrate it whenever they influence people constructively toward the desired project results. PMI identifies leadership as one of the Talent Triangle's core skill dimensions, alongside ways of working and business acumen. The emphasis is on the human side of project delivery—helping individuals and teams navigate change, make decisions, and sustain progress. This makes guiding, motivating, and directing the team the best match for the leadership dimension. See PMI's overview of the PMI Talent Triangle and its discussion of leadership skills for project managers.

QUESTION NO: 27

Which of the following can be used as an input for Define Scope?

A. Product analysis

B. Project charter

C. Scope baseline

D. Project scope statement

ANSWER: B

Explanation:

Project charter is an input to the Define Scope process. The charter formally authorizes the project and provides high-level information that helps establish detailed scope boundaries. In particular, it supplies the project purpose, measurable objectives, high-level requirements, assumptions, constraints, key stakeholder information, and approval requirements. The project team uses this authorized context, together with requirements documentation and other relevant project information, to develop the project scope statement. The resulting statement describes the product scope and project scope in sufficient detail to guide planning and delivery, including deliverables, acceptance criteria, exclusions, assumptions, and constraints. This relationship reflects PMI's principle that detailed planning artifacts should be developed from the project's formally approved initiating information. The charter is therefore an appropriate starting input when defining what the project will include and the conditions under which its deliverables will be accepted. PMI describes the project charter as the document that formally authorizes a project and documents high-level requirements in its project charter guidance. See also PMI's overview of project management for the role of progressive elaboration in planning work.

QUESTION NO: 28

Which three of the following interpersonal skills does a project manager rely on when developing the project management plan? (Choose three)

A. Focus groups

B. Facilitation

C. Meeting management

D. Conflict management

E. Interviews

ANSWER: B C D

Explanation:

Developing the project management plan is an integrative activity: the project manager brings together subsidiary plans, baselines, stakeholder expectations, constraints, and organizational practices into one approved approach for managing the project. This work requires active collaboration with the project team and relevant stakeholders. **Facilitation** is used to guide planning discussions, workshops, and decision-making so participants can establish a shared understanding of the project approach. **Meeting management** enables the project manager to organize productive planning meetings, set objectives and agendas, encourage appropriate participation, document decisions, and follow up on assigned actions. **Conflict management** is essential when planning participants have differing priorities, assumptions, resource needs, or views of scope, schedule, risk, and quality. Addressing those differences constructively supports realistic commitments and alignment around the integrated plan. PMI identifies conflict management, facilitation, and meeting management as interpersonal and team skills applicable to the Develop Project Management Plan process. These skills help convert planning inputs and expert knowledge into a plan that is coordinated, understood, and supportable by those responsible for executing and governing the project. See PMI's overview of project management standards at PMI PMBOK® Guide and Standards and PMI's resource on Power Skills.

QUESTION NO: 29

When project requirements are documented in user stories then prioritized and refined just prior to construction, which approach is being used for scheduling?

A. Iterative scheduling with backlog

B. On-demand scheduling

C. Life cycle scheduling with backlog

D. Defining iterative activities

ANSWER: A

Explanation:

Iterative scheduling with backlog is the appropriate approach because it uses a prioritized backlog of short, user-centered requirements—commonly expressed as user stories—to plan work progressively. Rather than fully defining and sequencing all detailed activities at the beginning of the project, the team maintains the backlog at an appropriate level of detail and refines the highest-priority items shortly before they are selected for implementation. This supports rolling-wave planning: near-term work is elaborated enough to be built, while future work can remain less detailed until more information, feedback, or changing priorities are available.

In an iterative delivery environment, refinement helps ensure that upcoming stories are sufficiently understood, prioritized, and ready for the team to estimate and construct during an iteration. The backlog therefore acts as both the ordered source of work and a scheduling mechanism for deciding what should be addressed next. This approach aligns with PMI guidance on adaptive planning, where requirements are progressively elaborated and work is planned in short cycles. See PMI's overview of Agile ways of working and the PMI Agile Practice Guide.

QUESTION NO: 30

Which two statements describe a project milestone? (Choose two.)

A. It has zero duration.

B. It represents a significant point or event.

C. It always requires assigned resources.

D. It is the lowest level of the WBS.

E. It must be on the critical path.

ANSWER: A B

Explanation:

A milestone has zero duration and **a milestone represents a significant point or event** are correct. A milestone marks an important occurrence in the project, such as completion of a major deliverable, approval of a phase gate, or the start of a key stage of work.

Milestones are used in schedules to communicate significant dates and to monitor progress against important commitments. Unlike activities, they do not represent work that consumes time or resources. See PMI's PMBOK® Guide and Standards for schedule terminology.

QUESTION NO: 31

Which item is an output of Plan Quality Management and an input to Perform Quality Assurance?

A. Organizational process updates

B. Quality metrics

C. Change requests

D. Quality control measurements

ANSWER: B

Explanation:

Quality metrics is correct. Planning quality management defines how the project will demonstrate conformance to its requirements and fitness for use. A quality metric is the specific operational definition of a quality attribute: it describes what will be measured, the acceptable target or threshold, and often the method and timing of measurement. Examples can include an allowable defect rate, response-time threshold, or percentage of completed deliverables meeting stated acceptance criteria.

Those defined metrics are then used during Perform Quality Assurance to evaluate whether the project's quality processes are appropriate and effective at producing the intended results. They give the quality-assurance work an objective basis for process analysis, audits, and improvement activities, linking the quality-management plan to measurable evidence. In newer terminology, the closely related process is called Manage Quality, while the underlying relationship remains the same: planned metrics guide proactive quality work throughout delivery. The terminology and process concepts are described in the PMBOK® Guide and Standards and PMI's overview of project quality management.

QUESTION NO: 32

What are the identified risks for doing excessive decomposition in a WBS?

A. Insufficient project funding and disqualification of sellers

B. Insufficient project funding and ineffective use of resources

C. Disqualification of sellers and non-productive management efforts

D. Non-productive management effort and inefficient use of resources

ANSWER: D

Explanation:

Non-productive management effort and inefficient use of resources are identified risks of excessive decomposition in a work breakdown structure. Decomposition is intended to break the total project scope into manageable components and work packages that can be planned, estimated, assigned, monitored, and controlled effectively. The appropriate level of detail is reached when the work can be reliably managed; it is not necessary—or beneficial—to keep subdividing work merely to create more detail.

When a work breakdown structure is decomposed too far, the project creates an unnecessarily large number of very small elements. Maintaining estimates, schedules, assignments, status reports, controls, and changes for those elements adds administrative coordination without providing comparable management value. This creates non-productive management effort. It can also use people, time, and project-management tools inefficiently, because resources are spent tracking excessive detail rather than performing or managing meaningful deliverables. PMI therefore emphasizes tailoring the level of decomposition to the work and to the degree of control required. See PMI's definition of a work breakdown structure in the PMI work breakdown structure overview and the PMI standard for project management.

QUESTION NO: 33

What is the name of a graphic display of project team members and their reporting relationships?

A. Role dependencies chart

B. Reporting flow diagram

C. Project organization chart

D. Project team structure diagram

ANSWER: C

Explanation:

Project organization chart is the correct term for a graphic display showing project team members and the reporting relationships among them. In PMI project resource management practice, this type of chart is used to document how people are organized for the project, including authority and reporting lines. It helps clarify who reports to whom, supports communication planning, and makes the project's organizational structure visible to stakeholders and team members. Depending on the organization and project's complexity, the chart can be hierarchical, matrix-based, or presented in another format that clearly conveys reporting relationships. It is an important resource-management artifact because defined roles, responsibilities, and reporting relationships enable the project manager to coordinate work, manage accountability, and establish effective governance. PMI describes project organizational charts as one of the formats used to document team members' roles and responsibilities, particularly where reporting relationships need to be shown. See PMI's overview of project resource management at PMI: Project Resource Management and the PMBOK® Guide and Standards page.

QUESTION NO: 34

Which process numerically analyzes the effect of identified risks on overall project objectives?

A. Plan Risk Management

B. Plan Risk Responses

C. Perform Quantitative Risk Analysis

D. Perform Qualitative Risk Analysis

ANSWER: C

Explanation:

Perform Quantitative Risk Analysis is the process that numerically analyzes the combined effect of identified individual project risks and other sources of uncertainty on overall project objectives. It uses numerical methods to assess how risks may affect measurable objectives such as cost, schedule duration, and performance. Common techniques include Monte Carlo simulation, sensitivity analysis, decision tree analysis, and influence diagrams. The purpose is to provide a quantified view of overall project risk exposure, estimate the likelihood of achieving specific targets, and identify the risks that contribute most strongly to potential variation in outcomes. This analysis supports well-informed risk-response decisions, such as determining appropriate contingency reserves and evaluating whether planned objectives are realistically achievable under uncertainty. PMI identifies quantitative risk analysis as particularly valuable for large, complex, or strategically important projects where the consequences of uncertainty warrant numerical modeling. The process builds on identified risks and available project data to create objective, decision-useful forecasts rather than relying only on relative probability and impact rankings. See PMI's overview of project risk management at PMI Project Risk Management and the PMBOK® Guide and Standards resource page.

QUESTION NO: 35

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

Which technique should the project manager use?

A. Withdraw/Avoid

B. Smooth/Accommodate

C. Compromise/Reconcile

D. Collaborate/Problem Solve

ANSWER: C

Explanation:

Compromise/Reconcile is the appropriate conflict-management technique because it seeks a middle-ground solution that gives each party some level of satisfaction. The defining characteristic in the scenario is that the resolution is only temporary or partial: the parties make concessions, rather than fully addressing and solving the underlying source of the conflict. This approach can be useful when a prompt decision is needed, when the issue has moderate importance, or when the parties have comparable power and are willing to give up part of what they want to reach an acceptable agreement. In project environments, compromise helps the team move forward and maintain working relationships when a complete, durable resolution is not currently feasible. PMI identifies compromise/reconcile as a technique used to find a solution that brings some degree of satisfaction to all parties, potentially resulting in a temporary or partial resolution of conflict. The project manager should document or monitor any unresolved aspects as appropriate, since the underlying issue may need further attention later. See PMI's overview of interpersonal and team skills in the PMBOK® Guide standards resources and the CAPM certification exam reference page.

QUESTION NO: 36

An adaptive team is performing the kickoff meeting and planning the project management approach. After defining project events, one team member argues that the artifacts are missing. The project manager coaches the team to complete the planning.

Which two of the following items should be included in the planning? (Choose two)

A. Daily scrum

B. Sprint backlog

C. Sprint review

D. Increments

E. Sprint retrospective

ANSWER: B D

Explanation:

Sprint backlog and **Increments** are Scrum artifacts and should be addressed when an adaptive team establishes its project management approach. Scrum artifacts make work, commitments, and progress transparent so that the team and stakeholders have a shared basis for inspection and adaptation. The Scrum Guide identifies the Sprint Backlog as the Developers' plan for achieving the Sprint Goal. It contains the selected Product Backlog items along with an actionable plan for delivering a usable Increment. Its content is continuously refined during the Sprint as more is learned.

An Increment is the usable, verified addition to the product produced through completed work. Each Increment must meet the team's Definition of Done and be usable, whether or not it is released immediately. Increments provide a concrete representation of value and progress toward the Product Goal. Planning for these artifacts helps the team establish how work will be selected, made visible, completed, and evaluated throughout delivery. This supports the transparency, inspection, and adaptation central to Scrum and adaptive project delivery. See the official Scrum Guide for the definitions of Scrum artifacts and the PMI Agile standards and resources for PMI's adaptive-delivery guidance.

QUESTION NO: 37

When calculating the cost of quality (COQ) for a product or service, money spent for cost of conformance would include the areas of:

A. training, testing, and warranty work.

B. equipment, rework, and scrap.

C. training, document processes, and inspections.

D. inspections, rework, and warranty work.

ANSWER: C

Explanation:

The correct answer is "training, document processes, and inspections." Cost of conformance is the investment made to ensure that deliverables meet defined quality requirements in the first place. It consists of prevention costs and appraisal costs. Training is a prevention activity because it builds the team's capability to perform work correctly and consistently. Documented processes are also preventive: standard procedures, quality plans, checklists, and work instructions establish repeatable methods that reduce the likelihood of defects. Inspections are appraisal activities because they assess whether work products conform to specified requirements before acceptance or release.

These expenditures are intentional quality-management investments. They support planning quality into the work, following agreed processes, and evaluating outputs against quality criteria. PMI quality-management practice emphasizes preventing defects where possible and using control activities to verify compliance with requirements. This distinction is central to assessing quality-related costs and making informed decisions about where to invest in quality management. For further background, see the PMI PMBOK® Guide and Standards and the American Society for Quality's overview of cost of quality.

QUESTION NO: 38

Activity cost estimates are quantitative assessments of the probable costs required to:

A. Create WBS.

B. complete project work.

C. calculate costs.

D. Develop Project Management Plan.

ANSWER: B

Explanation:

“complete project work.” is correct. In PMI cost management terminology, activity cost estimates are quantitative assessments of the probable costs needed to complete the work associated with individual project activities. These estimates can cover the resources necessary to perform that work, such as labor, materials, equipment, facilities, services, and may also account for financing costs, contingencies, or inflation where applicable. The project team develops them as part of the Estimate Costs process, using the scope baseline, schedule information, resource requirements, risk information, and relevant organizational data. Activity cost estimates provide the detailed cost information that is subsequently aggregated to establish the cost baseline and support project budgeting, funding, and cost control. Therefore, their purpose is tied directly to determining the expected cost of performing and completing the project work, rather than merely producing a calculation or creating a planning artifact. PMI’s description of project cost management and its standard resources describe estimating as assessing the monetary resources required for project activities. See PMI: Cost Estimating in Project Management and PMI Standards and PMBOK® Guide.

QUESTION NO: 39

Using the following information and assuming that the project team will work a standard 40-hour work week:

Activity A has a duration of 10 days.

Activity B has a duration of 10 days and its predecessor is Activity A.

Activity C has a duration of 15 days and its predecessor is Activity A.

Activity D has a duration of 10 days and its predecessor is Activity B and C.

Activity E has a duration of 10 days and its predecessor is Activity

D. Activity F has a duration of 15 days and its predecessor is Activity D.

What is the critical path of the project?

A. ABDE

B. ACDF

C. ABDF

D. ACDE

ANSWER: B

Explanation:

ACDF is the critical path because it is the longest sequence of dependent activities that determines the earliest possible project completion date. Activity A takes 10 days. After A, Activities B and C can proceed in parallel; however, Activity D cannot begin until *both* predecessor activities are complete. Since Activity C requires 15 days, it finishes later than Activity B, which requires 10 days. Therefore, C controls the start of D. The resulting controlling sequence is A (10 days), C (15 days), D (10 days), and F (15 days), for a total duration of 50 working days. Because Activity F finishes later than the other terminal path through E, this sequence establishes the overall project finish date. In critical path method scheduling, the critical path is the path with the longest total duration through the network; activities on that path have zero total float when dates are calculated without constraints. PMI identifies critical path analysis as a scheduling technique used to determine schedule flexibility and the activities that drive project duration. See PMI’s PMBOK® Guide and Standards and the PMI critical path method overview.

QUESTION NO: 40

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 (BAG)

ANSWER: B

Explanation:

Estimate at completion (EAC) is the appropriate measure because it forecasts the project's expected total cost when all authorized work is finished. A project manager uses EAC to assess the overall funding required for completion based on current cost performance, earned value data, and the forecast assumptions that apply to the remaining work. In earned value management, EAC can be calculated using different formulas depending on whether current cost variances are expected to continue, whether future work will follow the original plan, or whether schedule performance also affects cost performance. This makes it a practical forward-looking estimate for communicating the anticipated final project cost to sponsors and for maintaining appropriate funding and cost-control decisions. The Project Management Institute identifies EAC as a key earned value forecasting metric used to predict the final cost of a project. See PMI's overview of earned value management and the U.S. Department of Energy's Earned Value Management System guidance for further details on cost forecasting.

QUESTION NO: 41

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

A. Leadership, bilingualism, experience, and technical knowledge

B. PMP certification, experience, technical knowledge, and post-graduate education

C. Leadership, strategic and business management, project management knowledge, and technical knowledge

D. Communication skills, project management knowledge, PMP certification, and availability to travel

ANSWER: C

Explanation:

Leadership, strategic and business management, project management knowledge, and technical knowledge is correct because effective project management requires more than familiarity with processes and tools. PMI emphasizes a balanced set of capabilities that enables a project manager to guide people, apply sound project-management practices, and connect project work to organizational strategy and intended business value. Leadership supports collaboration, motivation, decision-making, stakeholder engagement, and the ability to influence outcomes. Strategic and business management capability helps the project manager understand the organization's objectives, priorities, market context, and benefits expected from the project. Project management and technical knowledge provide the practical foundation for planning, executing, monitoring, and tailoring appropriate approaches, methods, and tools to the work being performed. Together, these competencies allow a project manager to lead the team while ensuring that delivery remains aligned with organizational needs. PMI describes this multidimensional professional-development focus through its PMI Talent Triangle, which includes ways of working, power skills, and business acumen. PMI also identifies leadership, technical project management, and strategic and business management as essential skill dimensions in its project manager competencies guidance.

QUESTION NO: 42

Which three of the following are key traits of a project leader? (Choose three)

A. Rely on control.

B. Focus on near-team goals.

C. Convey trust and inspire trust in other team members.

D. Challenge the status quo and do things differently.

E. Focus on the horizon.

ANSWER: C D E

Explanation:

“Convey trust and inspire trust in other team members,” “Challenge the status quo and do things differently,” and “Focus on the horizon” describe the leadership-oriented behaviors expected of effective project professionals. Project leadership is fundamentally people-centered: trust enables open communication, constructive collaboration, appropriate delegation, and the confidence for team members to raise concerns or contribute ideas. This supports the project manager’s role in creating an environment in which the team can work toward shared outcomes.

Leadership also involves recognizing opportunities for improvement and guiding people through change. Challenging established practices constructively helps a project team adapt its approach, improve value delivery, and respond to changing organizational or stakeholder needs. Focusing on the horizon reflects the leader’s responsibility to connect present project work with longer-term strategic objectives, anticipated outcomes, and the organization’s future direction. Together, these behaviors balance delivery responsibilities with vision, influence, and stakeholder engagement. PMI’s foundational standards emphasize tailoring, value delivery, stakeholder engagement, and leadership capabilities as integral aspects of project work. See PMI’s PMBOK® Guide and Standards and its overview of the PMI Talent Triangle®.

QUESTION NO: 43

----66

Which of the following is used to classify stakeholders based on their assessments of power, urgency, and legitimacy?

A. Power interest grid

B. Stakeholder cube

C. Salience model

D. Directions of influence

ANSWER: C

Explanation:

The **Salience model** is used to classify and prioritize stakeholders by assessing three attributes: power, legitimacy, and urgency. Power is a stakeholder’s ability to influence project decisions or outcomes. Legitimacy concerns whether the stakeholder’s involvement, claim, or relationship with the project is appropriate and recognized. Urgency reflects the degree to which the stakeholder’s needs or claims require immediate attention. Considering these attributes together helps the project manager understand which stakeholders require greater attention and more active engagement at a particular time.

PMI identifies the salience model as a stakeholder analysis and classification technique. It is especially useful because stakeholder influence and needs can change throughout the project life cycle. The project team can use the assessment to tailor engagement approaches, communication methods, and the frequency of interactions, while periodically reviewing stakeholder information as conditions evolve. This supports deliberate stakeholder engagement rather than treating all stakeholders as having the same level of priority. See PMI’s overview of stakeholder management at PMI: Stakeholder Management Strategy and the foundational description of the model at Academy of Management Review: Toward a Theory of Stakeholder Identification and Salience.

QUESTION NO: 44

Which of following could be organizational process assets?

A. Historical information

B. Industry standards

C. Organization infrastructure

D. Marketplace conditions

ANSWER: A

Explanation:

Historical information is correct because it is part of an organization's accumulated knowledge base and can be used to plan, execute, govern, and improve projects. Organizational process assets (OPAs) include internal plans, processes, policies, procedures, templates, lessons learned, and records created or maintained by the performing organization. Historical information can include information from previous projects, such as prior schedules, cost and duration estimates, risk registers, issue records, performance results, change records, and other project documentation. Project teams use this information to develop more realistic plans and make decisions based on experience rather than starting from scratch. OPAs may be updated throughout the project when new lessons, records, or reusable practices are generated, allowing future work to benefit from current project experience. PMI distinguishes these organization-specific assets from broader conditions external to the organization or from internal enterprise environmental factors. The PMBOK Guide describes OPAs as plans, processes, policies, procedures, and knowledge bases specific to and used by the organization. See PMI's overview of the PMBOK® Guide and PMI's standards and publications resources.

QUESTION NO: 45

Conflict should be best addressed in which manner?

A. Early, in private, using a direct, collaborative approach

B. Early, in public, using an indirect, collaborative approach

C. Early, in private, using an indirect, cooperative approach

D. As late as possible, in public, using a direct, confrontational approach

ANSWER: A

Explanation:

Early, in private, using a direct, collaborative approach is correct because project conflict is most constructively managed before positions harden, impacts spread, or working relationships deteriorate. Addressing an issue promptly gives the involved people an opportunity to clarify facts, interests, assumptions, and expectations while the matter is still manageable. A private setting protects psychological safety and dignity, allowing participants to speak candidly without creating an audience, embarrassment, or pressure to defend a position.

A direct discussion means the project manager and relevant stakeholders openly identify the issue rather than allowing it to remain implicit or relying on messages through others. The collaborative approach focuses on understanding each party's underlying needs and jointly developing a solution that supports project objectives and preserves productive relationships. This aligns with PMI's emphasis on constructive conflict management, where disagreement can be addressed through open communication and problem solving rather than being avoided. It also supports the PMI Code of Ethics and Professional Conduct values of respect, fairness, and responsibility in interactions with team members and stakeholders. See PMI's discussion of constructive conflict management in project teams and the PMI Code of Ethics and Professional Conduct.

QUESTION NO: 46

An adaptive project team is meeting for the first time and deciding on the project management approach. After defining the project artifacts, one team member argues that the events are missing. The scrum master coaches the team to complete the planning.

Which two of the following elements should be included? (Choose two)

A. Daily scrum

B. Increments

C. Sprint retrospective

D. Sprint backlog

E. Product backlog

ANSWER: A C

Explanation:

Daily scrum and **Sprint retrospective** should be included because both are prescribed Scrum events. Scrum uses defined, timeboxed events to establish a regular cadence for transparency, inspection, and adaptation. The Daily Scrum is a short event for Developers to inspect progress toward the Sprint Goal and adapt their plan for the next day of work. This frequent coordination helps the team identify needed adjustments promptly while maintaining focus on delivering the Sprint Goal.

The Sprint Retrospective occurs at the end of the Sprint and enables the Scrum Team to inspect how the Sprint went with respect to interactions, processes, tools, and the Definition of Done. The team identifies practical improvements that can increase quality and effectiveness in the next Sprint. Including this event supports continuous improvement, a central feature of an adaptive approach.

These events complement the team's defined artifacts by providing the recurring opportunities needed to inspect work and adapt plans throughout delivery. The Scrum Guide identifies the Sprint, Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective as Scrum events. See the official Scrum Guide and PMI's Agile standards and resources.

QUESTION NO: 47

Analogous cost estimating relies on which of the following techniques?

A. Expert judgment

B. Project management software

C. Vendor bid analysis

D. Reserve analysis

ANSWER: A

Explanation:

Expert judgment is correct because analogous cost estimating develops an estimate by comparing the current project with the actual costs of a similar, completed project. The estimator must use professional expertise to determine whether historical projects are genuinely comparable and to adjust the prior cost for meaningful differences, such as scope, size, complexity, technology, market conditions, location, and timing. This approach is generally used when detailed information about the current project is limited, such as early in the project life cycle. It is often quicker and less costly than techniques that require detailed bottom-up analysis, although its accuracy depends substantially on the similarity of the reference work and the quality of the expert's assessment. PMI identifies analogous estimating as a method that uses historical information from similar activities or projects, with expert judgment applied to make the comparison and necessary adjustments. See PMI's overview of project cost estimating and the PMBOK® Guide standards resources for PMI's estimating concepts and terminology.

QUESTION NO: 48

Which three of the following are the most widely used techniques that a business analyst should implement to gather requirements? (Choose three)

A. Current state analysis

B. Facilitated workshops

C. Scheduled interviews

D. Shop floor observation

E. Brainstorming sessions

ANSWER: B C E

Explanation:

Facilitated workshops, scheduled interviews, and brainstorming sessions are widely used requirements-elicitation techniques because they obtain information directly from stakeholders while supporting different levels of detail and collaboration. Facilitated workshops bring representatives from affected groups together in a structured session to identify needs, resolve differences, establish shared understanding, and build agreement around requirements. Scheduled interviews enable the business analyst to explore an individual stakeholder's knowledge, objectives, constraints, and detailed needs through focused questions and follow-up discussion. Brainstorming sessions rapidly generate a broad set of ideas, needs, features, risks, or solution possibilities, which can then be refined, analyzed, and prioritized with stakeholders.

Used together, these techniques create a practical elicitation approach: brainstorming promotes divergent thinking and early discovery, interviews provide depth and context, and workshops help the wider stakeholder group converge on a common view. PMI recognizes interviews, brainstorming, and facilitated workshops among the techniques used for collecting requirements and business analysis work. The appropriate combination depends on the project context, stakeholder availability, the complexity of the problem, and the degree of consensus required. See PMI's Business Analysis standards and resources and its PMBOK Guide standards page.

QUESTION NO: 49

Which tool and technique identifies inefficient and ineffective policies, processes, and procedures?

A. Scope audits

B. Scope reviews

C. Quality audits

D. Control chart

ANSWER: C

Explanation:

Quality audits are the correct tool and technique because they are structured, independent examinations of project activities and quality-management processes. Their purpose includes determining whether project policies, processes, and procedures comply with organizational and project requirements and whether they are being implemented effectively. A quality audit can reveal process gaps, unnecessary steps, inconsistent practices, and areas in which established procedures are inefficient or ineffective. The audit findings provide a basis for corrective action, process improvement, and updates to the quality management plan or other project documents when appropriate. PMI describes quality audits as a way to identify best practices, identify gaps and shortcomings, and share good practices across the organization. This focus on evaluating the effectiveness of the processes themselves directly addresses the need to identify inefficient and ineffective policies, processes, and procedures. See PMI's overview of project quality management at PMI: Quality Management Fundamentals and the ISO explanation of auditing principles and process evaluation at ISO 19011: Guidelines for Auditing Management Systems.

QUESTION NO: 50

Select three elements that apply to agile/adaptive environments? (Choose three.)

A. Frequent team checkpoints

B. Colocation

C. Access to information

D. Virtual team members

E. Geographically dispersed team

ANSWER: A B C

Explanation:

Frequent team checkpoints, colocation, and access to information are important elements of an agile/adaptive environment because they support rapid feedback, close collaboration, and transparency. Frequent team checkpoints provide regular opportunities to synchronize work, inspect progress, surface impediments, and adapt plans as more is learned. These checkpoints can include short daily coordination meetings as well as iteration reviews and retrospectives.

Colocation supports the high-bandwidth, face-to-face communication emphasized in agile ways of working. When team members work together in a shared environment, they can resolve questions quickly, collaborate continuously, and develop a stronger shared understanding of product and delivery goals. Access to information is equally essential: visible work, current priorities, requirements, progress indicators, and decision information enable the team and stakeholders to make timely, informed decisions. PMI describes agile teams as relying on frequent feedback, collaboration, and information radiators that make relevant project information readily available. These practices strengthen adaptability while helping the team deliver value incrementally. See PMI's Agile Practice Guide resources and the Principles behind the Agile Manifesto.

QUESTION NO: 51

What describes the relationship between projects, programs, and portfolios?

A. Portfolio management focuses on doing the "right" programs and projects

B. Project management focuses on doing the "right" programs and portfolios

C. Program management focuses on doing the "specific" portfolios and projects

D. Portfolio management focuses on doing the "specific" programs and projects

ANSWER: A

Explanation:

Portfolio management focuses on doing the "right" programs and projects. In PMI's framework, a portfolio is a collection of projects, programs, subsidiary portfolios, and operations managed together to achieve strategic business objectives. Portfolio management therefore emphasizes selecting, prioritizing, authorizing, balancing, and monitoring work investments so that available funding, people, and capacity are directed toward initiatives that best support organizational strategy. This is the meaning of doing the "right" work: deciding which components should receive investment based on strategic value, expected benefits, risk, alignment, and resource constraints.

A program coordinates related projects and other program activities to deliver benefits that would not be available if the components were managed independently. Individual project management, meanwhile, applies knowledge, skills, tools, and techniques to deliver a unique product, service, or result. These management layers can coexist, but the portfolio level provides the strategic lens that determines whether programs and projects are the appropriate investments for the organization. PMI summarizes these distinctions in its overview of project management and in the Standard for Portfolio Management.

QUESTION NO: 52

An output of the Direct and Manage Project Work process is:

A. Deliverables.

B. Activity lists.

C. A work breakdown structure.

D. A scope statement.

ANSWER: A

Explanation:

Deliverables. is correct because Direct and Manage Project Work is the process in which the project manager leads and performs the work defined in the project management plan and implements approved changes. A deliverable is a unique and verifiable product, result, or capability produced to complete a process, phase, or project. As project work is carried out, the resulting completed or partially completed deliverables are produced and become outputs of this process. These deliverables may be tangible, such as a constructed component or document, or intangible, such as a service or capability. They are subsequently available for inspection and formal acceptance through the control and validation activities of project scope management. In PMI process terminology, the process also generates information about work performance and may initiate change requests when needed, but the core work product created by executing the planned project activities is the deliverable. PMI's standards describe project work as producing deliverables while the project manager integrates, directs, and manages execution across the project. See PMI's PMBOK® Guide and Standards and its overview of project management process groups.

QUESTION NO: 53

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

A. Identify the different aspects of the team to manage and control physical resources efficiently

B. Procure equipment, materials, facilities, and infrastructure for the project

C. Train the team members in project skill sets

D. Define the roles and responsibilities of each team member

ANSWER: D

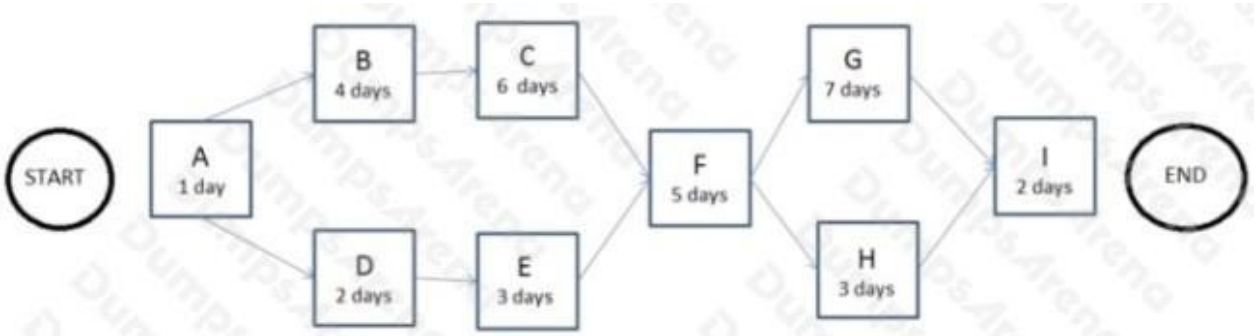
Explanation:

Define the roles and responsibilities of each team member is correct because project resource management includes planning how people will be identified, acquired, developed, managed, and controlled throughout the project. A key outcome of this planning work is clarity about each project team member's role, authority, responsibility, required competencies, and reporting relationships. Establishing these details enables the project manager to assign work appropriately, make accountability visible, coordinate decisions, and use the team effectively to deliver project objectives.

In PMI practice, these role and responsibility definitions are documented as part of resource-management planning, commonly through tools such as responsibility assignment matrices, including a RACI-style matrix where appropriate, and project team resource-management documentation. This is not merely an administrative activity: it creates the foundation for acquiring suitable resources, developing the team, managing performance and conflict, and controlling resource use as project work proceeds. PMI describes resource management as covering the processes used to identify, acquire, and manage resources needed for successful project completion. See PMI's Project Resource Management overview and the PMBOK® Guide and Standards resources.

QUESTION NO: 54

The following is a network diagram for a project.



The free float for Activity H is how many days?

A. 4

B. 5

C. 10

D. 11

ANSWER: A

Explanation:

4 is correct. Free float is the amount of time an activity can be delayed without delaying the early start date of any immediate successor activity. It is determined from the forward-pass dates in the network: subtract Activity H's early finish from the earliest early start among its direct successor activities. The resulting difference for Activity H is four days. Therefore, H may finish as much as four days later than its calculated early-finish date while all successor activities can still begin on their planned early-start dates. This differs from total float, which measures allowable delay without delaying the project's planned completion date; free float is specifically constrained by the next activity or activities in the network. In schedule-network analysis, this measure helps the project team identify limited flexibility at the activity-to-successor handoff and manage sequencing without affecting downstream work. PMI's scheduling guidance treats float as an important output of network schedule calculations and critical-path analysis. See the PMBOK® Guide and Standards resources and PMI's Project Management Lexicon for standard project scheduling terminology.

QUESTION NO: 55

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

A. Plan Cost Management

B. Estimate Costs

C. Determine Budget

D. Control Costs

ANSWER: D

Explanation:

Control Costs is correct because this process monitors the status of the project to update project costs and manages changes to the cost baseline. To do that, the project team needs work performance data: the raw observations and measurements produced while work is being performed. For cost control, this data can include actual costs incurred, progress information, resource usage, and the completion status of cost-related activities. The project manager analyzes this information against the approved cost baseline and planned expenditure to determine cost performance, identify variances and trends, and forecast likely final costs. That analysis supports timely corrective action, change requests when needed, and updates to cost forecasts and project documents. PMI distinguishes raw work performance data from the analyzed work performance information generated by monitoring and controlling processes; the distinction is especially important in earned value and cost-control activities. The PMBOK process framework identifies Control Costs as the Project Cost Management

process concerned with monitoring costs and managing the cost baseline. See PMI's PMBOK Guide and Standards overview and its Project Management Lexicon for PMI terminology.

QUESTION NO: 56

Which of the following is a tool and technique used in the Develop Schedule process?

A. Three-point estimates

B. Resource leveling

C. Precedence diagramming method

D. Bottom-up estimating

ANSWER: B

Explanation:

Resource leveling is correct because it is a resource optimization technique used while developing the project schedule. The Develop Schedule process converts activity information, duration estimates, logical relationships, resource requirements, and constraints into an approved schedule model. When assigned resources are overallocated—for example, when the same specialist is scheduled for concurrent activities—resource leveling adjusts activity start and finish dates to resolve those conflicts. This produces a schedule that is feasible in relation to the actual availability and capacity of the assigned resources.

Leveling can affect the critical path and may extend the overall project duration, because activities may need to be delayed until the required resource becomes available. The project manager evaluates these effects as part of schedule development and refinement, balancing resource constraints against schedule objectives. PMI identifies resource optimization as a Develop Schedule technique, with resource leveling and resource smoothing as common approaches. Resource leveling is particularly appropriate when resource limits are fixed and avoiding overallocations is necessary for a realistic, executable schedule. See PMI's overview of scheduling practice in the PMBOK® Guide and Standards and the PMI resource-leveling article.

QUESTION NO: 57

Which two items are included in the scope baseline? (Choose two.)

A. Project scope statement

B. Work breakdown structure (WBS)

C. Requirements traceability matrix

D. Project charter

E. Stakeholder register

ANSWER: A B

Explanation:

The **project scope statement** and the **work breakdown structure (WBS)** are components of the scope baseline. The complete scope baseline also includes the WBS dictionary. Together, these approved components define the project scope that will be monitored and controlled.

The requirements traceability matrix is an important project document, but it is not a component of the scope baseline. The project charter provides high-level authorization and requirements; it is developed before the detailed scope baseline is established. See PMI's PMBOK® Guide and Standards for scope management guidance.

QUESTION NO: 58

Outputs of the Control Communications process include:

A. expert judgment and change requests.

B. work performance information and change requests.

C. organizational process asset updates and an issue log.

D. project management plan updates and an issue log.

ANSWER: B

Explanation:

work performance information and change requests. is correct because Control Communications monitors and controls project communications throughout the project. The process evaluates communication activities against the communications management plan and assesses whether stakeholder information needs are being met. The resulting analysis converts collected work performance data into work performance information, such as information on the timeliness, effectiveness, and appropriateness of communications. Project managers use this information to understand actual communication performance and determine whether adjustments are needed.

When monitoring identifies a need to modify a communications method, frequency, technology, distribution approach, or another controlled aspect of project work, the project manager raises a change request through integrated change control. Change requests are therefore a direct output of this control process. This reflects the process structure described in the process-based PMBOK guidance used for CAPM questions: monitoring results produces usable performance information and can trigger formal requests to change approved project baselines or plans. PMI's standards overview is available at PMBOK® Guide and Standards, and PMI's terminology resource is available through the PMI Lexicon of Project Management Terms.

QUESTION NO: 59

Which degree of authority does a project manager have on a project in a strong matrix organizational structure?

A. Limited

B. Low to moderate

C. Moderate to high

D. High to almost total

ANSWER: C

Explanation:

Moderate to high is the appropriate degree of authority for a project manager in a strong matrix organizational structure. In a matrix environment, functional managers and project managers share authority, resources, and responsibility. As the organization moves toward the strong-matrix end of the spectrum, however, the project manager has substantially greater control over project work than in weak or balanced matrix structures. The project manager typically has a full-time role, is supported by dedicated project administrative staff, and has significant authority for coordinating resources, directing project activities, managing the budget and schedule, and making day-to-day project decisions. Functional managers still retain responsibility for their specialized departments and may influence assignments or technical standards, so the project manager's authority is not normally total. PMI's organizational-structure continuum characterizes a strong matrix as providing the project manager with moderate-to-high authority, reflecting this meaningful but shared control. Understanding the distinction is important for CAPM questions because organizational structure affects how decisions are made, how resources are obtained, and the extent to which the project manager can directly lead the team. See PMI's overview of organizational structures and project management and the PMBOK® Guide and PMI standards.

QUESTION NO: 60

The iterative process of increasing the level of detail in a project management plan as greater amounts of information become available is known as:

A. Continuous improvement.

B. Predictive planning.

C. Progressive elaboration.

D. Quality assurance.

ANSWER: C

Explanation:

Progressive elaboration. is the correct term for iteratively refining and detailing a project management plan as more complete and precise information becomes available. At the beginning of a project, the team may know the high-level scope, milestones, assumptions, and estimated resources, but not every activity or requirement can be defined to the same level of precision. As planning and project work continue, the team develops additional detail for deliverables, schedules, estimates, risks, and implementation approaches. This enables plans to remain realistic while responding to validated knowledge rather than unsupported early assumptions.

PMI describes progressive elaboration as the iterative process of increasing the level of detail in a project management plan as greater amounts of information and more accurate estimates become available. It is a core planning concept: the plan is developed through repeated refinement while maintaining the integrity of the project scope and approved baselines. For example, near-term work can be planned in detail while future work is initially described at a higher level and elaborated later. See PMI's PMBOK® Guide overview and the CAPM® certification reference page.

QUESTION NO: 61

Which two actions are appropriate when a team member discovers that completed work does not meet documented acceptance criteria? (Choose two.)

A. Document the defect.

B. Perform defect repair.

C. Accept the deliverable without review.

D. Remove the acceptance criteria from the requirements documentation.

E. Close the project phase immediately.

ANSWER: A B

Explanation:

Documenting the defect and **performing defect repair** are correct. A defect is a nonconformity in a component or deliverable that does not meet specified requirements or acceptance criteria. Recording the defect provides traceability and allows the team to analyze, prioritize, and monitor the necessary corrective work.

Defect repair is the action taken to correct the nonconforming component or deliverable. Depending on the project governance approach, required repairs and any resulting changes are handled through the established quality and change-control procedures. Formal acceptance should not be requested until the relevant criteria are satisfied. See PMI's PMBOK® Guide and Standards.

QUESTION NO: 62

Select three elements that apply to agile/ adaptive environments

A. Frequent team checkpoints

B. Colocation

C. Access to information

D. Virtual team members

E. Geographically dispersed team

ANSWER: A B C

Explanation:

Frequent team checkpoints, colocation, and access to information are elements that support the rapid learning, collaboration, and adaptation expected in agile and adaptive project environments. Frequent checkpoints create short feedback cycles in which the team can inspect completed work, identify impediments, coordinate near-term activities, and adapt its approach as uncertainty is reduced. These checkpoints may include daily coordination, reviews of working product increments, and retrospectives focused on continuous improvement.

Colocation supports rich, immediate communication and faster decision-making. PMI's agile guidance recognizes that close collaboration helps teams resolve issues quickly and develop a shared understanding of product needs and delivery priorities. Although agile teams can use remote collaboration practices, colocation remains a valuable means of enabling high-bandwidth interaction.

Access to information promotes the transparency required for self-managing teams and engaged stakeholders. Visible work, priorities, progress, risks, and impediments allow people to make timely, informed decisions without relying on lengthy reporting chains. Information radiators and shared visual workflow systems are practical ways to provide this access. Together, these elements strengthen feedback, transparency, and collaboration—the foundations for adapting product delivery effectively. PMI discusses these adaptive ways of working in its Agile Practice Guide resources and PMBOK® Guide standards resources.

QUESTION NO: 63

Which two activities are associated with validating scope? (Choose two.)

A. Inspecting completed deliverables

B. Obtaining formal acceptance of deliverables

C. Developing the project charter

D. Estimating activity durations

E. Selecting a contract type

ANSWER: A B

Explanation:

Inspecting completed deliverables and **obtaining formal acceptance of deliverables** are correct. Validate Scope is concerned with formalizing acceptance of completed project deliverables by the customer or sponsor. Inspection may include measuring, examining, or reviewing deliverables to determine whether they conform to documented requirements and acceptance criteria.

When deliverables meet the agreed criteria, the authorized stakeholder formally accepts them. Control Quality focuses on verifying that deliverables meet quality requirements, while Validate Scope focuses on acceptance of those deliverables. See PMI's PMBOK® Guide and Standards.

QUESTION NO: 64

Which is an output of the Collect Requirements process?

A. Requirements traceability matrix

B. Project scope statement

C. WBS dictionary

D. Work performance measurements

ANSWER: A

Explanation:

The correct output is **Requirements traceability matrix**. Collect Requirements determines, documents, and manages stakeholder needs and expectations so that the project and product requirements can be used as a basis for defining scope. A requirements traceability matrix is a structured tool that links each requirement to its origin and follows it through related project information, such as business objectives, scope elements, deliverables, validation activities, and status. This linkage helps the project team confirm that every approved requirement adds value and is addressed during planning and delivery.

The matrix is particularly valuable because requirements can evolve over a project life cycle. By maintaining traceability, the project manager can assess the impact of proposed changes, monitor whether requirements have been fulfilled, and support validation that the completed deliverables meet documented stakeholder needs. PMI identifies the requirements traceability matrix as an output of the Collect Requirements process in its process guidance. See PMI's PMBOK® Guide and Standards overview and the PMI requirements traceability matrix resource for additional context.

QUESTION NO: 65

A project manager is talking with their manager about the advantages of following a particular project management approach. What component of the project manager's sphere of influence does this represent?

A. The project

B. The organization

C. Professional discipline

D. Across disciplines

ANSWER: B

Explanation:

The organization is correct because the project manager is engaging with a manager within the organizational environment to advocate for a project management approach. A project manager's sphere of influence extends beyond the work of an individual project and includes interactions with organizational leaders, functional managers, governance structures, policies, and practices. Discussing the benefits of an approach with a manager can help build organizational understanding, support, and alignment for how projects are managed.

PMI describes project managers as operating within several spheres of influence, including the project, the organization, the industry, the professional discipline, and across disciplines. Within the organizational sphere, project managers may influence the adoption and use of project management practices by communicating with managers and other stakeholders. This type of conversation supports organizational capability and enables leadership to make informed decisions about methods, standards, and ways of working that affect projects.

For PMI's overview of project management standards and the role of project management practices in organizations, see the PMI Standards and PMBOK® Guide page and PMI's What Is Project Management? resource.

QUESTION NO: 66

Payback period, return on investment, internal rate of return, discounted cash flow, and net present value are all examples of:

A. Expert judgment.

B. Analytical techniques.

C. Earned value management.

D. Group decision-making techniques.

ANSWER: B

Explanation:

Analytical techniques. is correct because payback period, return on investment, internal rate of return, discounted cash flow, and net present value are financial analysis methods used to evaluate project investment and financing decisions. They help an organization compare the expected economic value, timing of cash flows, profitability, and recovery period associated with alternative ways to fund a project or acquire resources. For example, net present value and discounted cash flow account for the time value of money, while internal rate of return estimates the discount rate at which expected inflows and outflows balance. Payback period focuses on how quickly an initial investment can be recovered, and return on investment expresses anticipated gains relative to cost. In PMI's traditional cost-management guidance, these methods are identified as analytical techniques that may be used when developing the cost management plan, particularly for decisions involving self-funding, debt, equity, purchasing, renting, or leasing. Their purpose is to provide a structured financial basis for selecting approaches that support the project and the organization's broader business objectives. PMI describes project management standards and the PMBOK® Guide at PMI: PMBOK® Guide and Standards; PMI's standards resources are available at PMI Standards.

QUESTION NO: 67

What is a key benefit of using virtual project teams?

A. Ensures appropriate behavior, security, and the protection of proprietary information

B. Reduces the risk of conflict due to interpersonal communications and other interactions

C. Assures that all team members have a clear and common understanding of the project

D. Reduces project cost by use of modern technologies allowing seamless team collaboration

ANSWER: D

Explanation:

"Reduces project cost by use of modern technologies allowing seamless team collaboration" is a key benefit of virtual project teams. PMI describes virtual teams as groups of people with a shared goal who carry out their roles while spending little or no time meeting face-to-face. Because participants can contribute from different geographic locations, the project can obtain needed capabilities without routinely relocating personnel or requiring extensive travel for meetings. Virtual working arrangements can also reduce the need for dedicated, co-located workspace and related facilities expenses. Collaboration technologies—including video conferencing, shared document repositories, project-management platforms, and instant messaging—make it feasible for dispersed team members to coordinate work, exchange information, and participate in project activities remotely. These capabilities can support a more economical staffing approach while allowing the project to use resources where they are located. The cost benefit is not automatic: a project manager still needs to plan communications, establish team norms, and provide suitable collaboration tools. However, reduced travel, relocation, and physical-office requirements are recognized practical advantages of virtual teams when the team is managed effectively. PMI's discussion of resource management and virtual teams can be found in the PMBOK® Guide and Standards; PMI also discusses distributed work practices in its virtual teams communication and collaboration resource.

QUESTION NO: 68

Which of the following are outputs of the Define Scope process in Project Scope Management?

A. Requirements documentation and requirements traceability matrix

B. Scope management plan and requirements management plan

C. Project scope statement and project documents updates

D. Scope baseline and project documents updates

ANSWER: C

Explanation:

Project scope statement and project documents updates is correct because Define Scope develops the detailed description of the project and product boundaries. Its primary output, the project scope statement, documents the scope description, major deliverables, acceptance criteria, exclusions, assumptions, and constraints. This provides a common understanding of what the project is expected to deliver and establishes clear boundaries for subsequent planning and control activities.

Define Scope can also result in updates to project documents as the scope is progressively elaborated. For example, clarifications made while defining detailed scope may update the assumptions log, requirements documentation, or requirements traceability matrix. These updates ensure that supporting project information remains aligned with the approved understanding of the work and deliverables.

The scope baseline is not established until the Create WBS process, which combines the approved project scope statement, work breakdown structure, and WBS dictionary. PMI describes scope management as the work required to ensure the project includes all required work and only the required work. See PMI's PMBOK Guide information page and scope management overview.

QUESTION NO: 69

Which tool or technique measures performance of the project as it moves from project initiation through project closure?

A. Resource leveling

B. Parametric measuring

C. Pareto chart

D. Earned value

ANSWER: D

Explanation:

Earned value is correct because earned value management is an integrated performance-measurement methodology used throughout the project life cycle to objectively assess both progress and performance. It brings together the approved scope, schedule, and cost baselines into a performance measurement baseline. The project team can then compare planned work and budget with the work actually completed and its actual cost at a given reporting date.

Using earned value data, a project manager can calculate indicators such as schedule variance, cost variance, schedule performance index, and cost performance index. These measures provide an objective view of whether the project is delivering the planned scope of work at the expected rate and within the authorized budget. They also support forecasting of likely final cost and completion outcomes, enabling timely management action when trends indicate a deviation from the plan. Because it provides a consistent baseline-based method for monitoring and controlling performance from initiation through closure, earned value management is the appropriate technique. PMI describes earned value analysis as integrating scope, schedule, and resource measurements to assess project performance and progress. See PMI's earned value management overview and the U.S. Department of Energy's Earned Value Management System resource.

QUESTION NO: 70

The document that guides project execution, monitoring and control, and closure is called:

A. The project charter

B. The project management plan

C. The integration plan

D. The execution plan

ANSWER: B

Explanation:

The project management plan is correct because it is the integrated, approved document that describes how the project will be executed, monitored and controlled, and closed. It brings together the subsidiary management plans and relevant baselines needed to direct the work and assess performance throughout the project life cycle. For example, it establishes the approach for managing scope, schedule, cost, quality, resources, communications, risk, procurement, and stakeholder engagement as applicable to the project. It also provides the approved performance measurement baselines against which actual results can be compared, enabling the project team to identify variances and take appropriate action through integrated change control.

Importantly, the project management plan is not merely a planning deliverable created at the beginning and then set aside. It is progressively elaborated as more detail becomes known and is formally updated when approved changes affect its components or baselines. During closing, it helps confirm that planned management activities, acceptance requirements, and transition or handoff arrangements have been completed. PMI identifies the project management plan as a central project document used to guide project work and manage the project in an integrated manner. See PMI's PMBOK® Guide and Standards overview and its guidance on developing a project management plan.

QUESTION NO: 71

In which phase of team building activities do team members begin to work together and adjust their work habits and behavior to support the team?

A. Performing

B. Storming

C. Norming

D. Forming

ANSWER: C

Explanation:

Norming is the stage in which team members increasingly work together in a coordinated way and adapt their individual work habits and behavior to support shared team goals. As the team establishes accepted ways of working, members develop trust, clarify responsibilities, cooperate more effectively, and become more willing to resolve differences constructively. The emphasis shifts from the uncertainty of initial team formation and interpersonal friction toward alignment, collaboration, and commitment to team norms. For a project manager, this is an important point to reinforce productive behaviors, encourage open communication, and ensure that working agreements support delivery of the project objectives. The question's reference to adjusting behavior to support the team directly describes the development of shared norms, making Norming the appropriate team-development phase. PMI discusses developing a project team as a process of improving competencies, interaction, and the overall team environment; team-development models such as Tuckman's are commonly used to understand this progression. See PMI's Developing the Project Team resource and the PMBOK® Guide and Standards overview.

QUESTION NO: 72

During the execution of a project, a stakeholder asks a project manager whether the project is falling behind or ahead of its baseline schedule. The project manager calculates the earned value analysis (EVA) schedule variance and it comes out to be zero. Which of the following is correct about the EVA schedule variance?

A. It is calculated incorrectly, as it cannot be zero for an in-flight project; otherwise the project is completed.

B. Change it to a negative value to show that the project is falling behind.

C. Zero is a perfectly valid value for an in-flight project; hence share the zero value with the stakeholder.

D. Change it to a positive value to show that the project is ahead of its baseline schedule.

ANSWER: C

Explanation:

Zero is a perfectly valid value for an in-flight project; hence share the zero value with the stakeholder. In earned value management, schedule variance is calculated as earned value minus planned value: SV = EV − PV. Earned value represents the budgeted value of work actually completed as of the status date, while planned value represents the budgeted value of work that was planned to be completed by that date. Therefore, an SV of zero means that the value of completed work exactly matches the value of work planned under the approved schedule baseline. At that measurement point, the project is performing on schedule according to this EVM indicator.

A zero schedule variance can occur at any reporting period during project execution; it does not imply that the entire project has been completed. The project manager should communicate the calculated result accurately to the stakeholder, along with the status date and relevant context. This provides an objective, baseline-based view of schedule performance and supports transparent project reporting. PMI describes earned value analysis as a technique for integrating scope, schedule, and cost performance information; schedule variance is one of its key indicators. See PMI's Earned Value Project Management resource and the PMBOK® Guide and Standards page.

QUESTION NO: 73

The Human Resource Management processes are:

A. Develop Human Resource Plan, Acquire Project Team, Develop Project Team, and Manage Project Team.

B. Acquire Project Team, Manage Project Team, Manage Stakeholder Expectations, and Develop Project Team.

C. Acquire Project Team, Develop Human Resource Plan, Conflict Management, and Manage Project Team.

D. Develop Project Team, Manage Project Team, Estimate Activity Resources, and Acquire Project Team.

ANSWER: A

Explanation:

Develop Human Resource Plan, Acquire Project Team, Develop Project Team, and Manage Project Team is correct because it is the complete set of processes in the Project Human Resource Management knowledge area in the PMBOK® Guide terminology used by this question. Developing the human resource plan establishes project roles, responsibilities, reporting relationships, and the staffing management plan. Acquiring the project team obtains the people needed to perform project work. Developing the project team focuses on improving competencies, interaction, teamwork, and the overall team environment. Managing the project team involves tracking team-member performance, providing feedback, resolving issues, and managing changes to optimize project performance. Together, these processes provide a structured lifecycle for planning project staffing, bringing people onto the project, strengthening the team's ability to work effectively, and directing the team while work is underway. PMI later updated its terminology from "Human Resource Management" to "Resource Management," but the process grouping stated here reflects the earlier PMBOK Guide framework. PMI describes its standards and guides, including the PMBOK® Guide, at PMI's PMBOK® Guide page and provides information about the CAPM examination at PMI's CAPM certification page.

QUESTION NO: 74

Select two key benefits of the Control Procurements process

A. Enables the development of make-or-buy decisions

B. Ensures that contract performance meets the terms of the legal agreement

C. Guarantees that legal agreements influence vendor selection

D. Assures that legal agreements guide contract closings

E. Helps determine whether a certain type of contract should be used

ANSWER: B D

Explanation:

“Ensures that contract performance meets the terms of the legal agreement” is correct because Control Procurements manages the buyer–seller relationship after the contract has been awarded. The work includes monitoring the seller’s performance, verifying that contract requirements and deliverables are being met, documenting performance, administering approved changes, and ensuring the buyer fulfills its own contractual commitments, such as timely review, acceptance, and payment. This ongoing oversight keeps procurement work aligned with the legally binding agreement and the project’s requirements.

“Assures that legal agreements guide contract closings” is also correct because procurement control includes the administrative activities needed to finalize contractual obligations. Before closure, the project team confirms that required deliverables have been accepted, payments and claims have been resolved as applicable, records are complete, and the parties have met the closure provisions defined in the agreement. Treating the contract as the governing basis for these activities provides the necessary control and auditability when ending the procurement relationship. PMI identifies procurement management as the discipline for obtaining products, services, or results externally and managing the resulting agreements; contract administration and closure are therefore governed by those agreements. See PMI’s PMBOK Guide and Standards and PMI Standards.

QUESTION NO: 75

The staffing management plan is part of the:

A. organizational process assets.

B. resource calendar.

C. human resource plan.

D. Develop Project Team process.

ANSWER: C

Explanation:

The **human resource plan** is correct because, in the terminology used by earlier PMI standards, the staffing management plan is a component of the project human resource management plan. It documents how project team members will be acquired, when they will be needed, how long they are expected to remain on the project, and how they will be released when their work is complete. It can also address matters such as resource calendars, staff training needs, recognition and rewards, compliance requirements, and personnel-safety considerations. This planning provides the basis for acquiring the project team and managing its availability throughout the project life cycle.

PMI terminology has evolved in more recent editions of the PMBOK® Guide: human resource management is now generally addressed as resource management, and comparable information is included in the resource management plan and its team-resource planning content. However, because the question specifically uses the term “staffing management plan,” the applicable PMI term is the human resource plan. PMI’s standards and resources are available through the PMI Standards

and PMBOK® Guide page, and PMI's current resource-management subject guidance can be found through its Resource Management for Project Success article.

QUESTION NO: 76

Which of these statements is true of subsidiary management plans?

A. Subsidiary management plans are mandatory for any project

B. Subsidiary management plans use the project charter as input

C. Subsidiary management plans can be independently managed

D. Subsidiary management plans do not need regular updates

ANSWER: B

Explanation:

Subsidiary management plans use the project charter as input. The project charter formally authorizes the project and provides high-level information that guides planning, including the business case, objectives, success criteria, key requirements, assumptions, constraints, and major stakeholder expectations. During development of the project management plan, the project team uses that charter information to establish an integrated planning approach. The resulting project management plan can include subsidiary plans for areas such as scope, schedule, cost, quality, resources, communications, risk, procurement, and stakeholder engagement.

Using the charter as a planning input ensures that each management approach supports the project's authorized purpose and boundaries. For example, stated funding constraints, milestone expectations, and risk tolerances influence the detail and control methods documented in the relevant subsidiary plans. These plans are components of one integrated project management plan, which is tailored to the project's context and progressively elaborated as approved changes or newly available information require refinement. PMI describes the charter's role in formally authorizing the project and establishing high-level direction in its project-management resources; its standards overview also explains the role of PMI standards and guides in applying sound project management practices. See PMI's project charter guidance and PMI Standards and PMBOK Guide resources.

QUESTION NO: 77

Which type of contract is most commonly used by buying organizations because the price for goods is set at the outset and is not subject to change unless the scope of work changes?

A. Fixed Price with Economic Price Adjustments Contract (FP-EPA)

B. Cost-Reimbursable Contract (CR)

C. Firm-Fixed -Price Contract (FFP)

D. Fixed-Price-Incentive-Fee Contract (FPIF)

ANSWER: C

Explanation:

Firm-Fixed-Price Contract (FFP) is correct because it establishes a total price for the specified goods, services, or work at contract award. The seller agrees to deliver the defined scope for that agreed-upon amount and therefore assumes the primary risk of cost increases or of completing the work for more than anticipated. For the buying organization, this arrangement provides a high degree of cost certainty: the contract price does not change simply because the seller's actual costs differ from its estimates. A change to the price is appropriate when the buyer and seller formally agree to change the contract's scope, requirements, or other relevant terms through contract change control. This structure is especially suitable when requirements are well defined and stable, allowing the buyer to compare bids and establish a known financial commitment at the outset. PMI describes fixed-price agreements as contracts that set a fixed total price for a defined

product, service, or result; a firm-fixed-price arrangement is the clearest form of this principle. See PMI's overview of project procurement contract types and the U.S. acquisition definition of firm-fixed-price contracts.

QUESTION NO: 78

All testing on a project has been performed successfully and all acceptance criteria have been met. What is the next step?

A. Set up a meeting with the sponsor.

B. Set up a go/no-go meeting.

C. Wait for the next sprint.

D. Deliver the product.

ANSWER: A

Explanation:

Set up a meeting with the sponsor. Once testing has confirmed that the deliverable meets its specified acceptance criteria, the project manager should obtain formal acceptance from the customer or sponsor. In PMI practice, this is the purpose of Validate Scope: formalizing acceptance of completed project deliverables. A sponsor meeting provides the appropriate opportunity to present the verified deliverable, confirm that the acceptance criteria have been satisfied, and secure documented acceptance.

Formal acceptance is important because it establishes that the authorized stakeholder—not only the project team—recognizes the deliverable as complete and acceptable. The resulting accepted deliverable can then be transferred, deployed, or used as appropriate, and it may support subsequent closing or transition activities. The precise form of acceptance can vary by project governance requirements, such as a signature, approval record, acceptance report, or documented decision, but the sponsor or customer's confirmation is the key outcome.

PMI describes Validate Scope as the process of formalizing acceptance of completed project deliverables. See the PMBOK® Guide and Standards overview and PMI's discussion of the Validate Scope process.

QUESTION NO: 79

Which of the following methods is a project selection technique?

A. Flowcharting

B. Earned value

C. Cost-benefit analysis

D. Pareto analysis

ANSWER: C

Explanation:

Cost-benefit analysis is a project selection technique because it evaluates whether the anticipated benefits of a proposed project justify its expected costs. Before authorizing or prioritizing work, an organization can estimate financial and nonfinancial benefits, identify the investment and ongoing costs required, and compare those values to support an informed selection decision. This approach helps decision makers direct limited funding, people, and other resources toward initiatives expected to provide sufficient organizational value.

In PMI project management practice, project selection is aligned with business documents and value delivery: proposed projects are evaluated for their contribution to organizational objectives and expected benefits. A cost-benefit analysis provides a structured basis for that evaluation by making the tradeoff between required expenditure and expected return visible. It may support related financial measures, such as benefit-cost ratio, net present value, or payback period, when appropriate assumptions and data are available. The selected project should therefore be one whose expected benefits

appropriately outweigh its costs and support the organization's strategic goals. PMI discusses the role of business documents and benefits in project work in its PMBOK Guide resources and explains value delivery through its Standard for Project Management.

QUESTION NO: 80

Which two practices support effective stakeholder engagement on a project? (Choose two.)

A. Assess stakeholder interests and influence.

B. Tailor engagement strategies to stakeholder needs.

C. Communicate identical information to every stakeholder.

D. Engage stakeholders only during project initiation.

E. Exclude stakeholders with low organizational authority.

ANSWER: A B

Explanation:

Assessing stakeholder interests and influence and **tailoring engagement strategies to stakeholder needs** are correct. Stakeholder analysis helps the project manager understand the interests, expectations, influence, and potential impact of stakeholders. This information supports prioritization and the selection of suitable engagement approaches.

Engagement strategies should be tailored because stakeholders differ in their authority, level of interest, communication preferences, and ability to affect project outcomes. Engagement is an ongoing activity that requires monitoring relationships and adapting approaches as conditions change. See PMI's PMBOK® Guide and Standards and PMI's stakeholder management guidance.

QUESTION NO: 81

A benefit of using virtual teams in the Acquire Project Team process is the reduction of the:

A. cultural differences of team members

B. possibility of communication misunderstandings

C. costs associated with travel

D. costs associated with technology

ANSWER: C

Explanation:

The correct answer is **costs associated with travel**. Virtual teams enable project team members to collaborate from different geographic locations without needing to be physically co-located. During Acquire Project Team, this expands the pool of available resources because the project can obtain people with needed skills regardless of where they work. A direct practical benefit is that the organization can reduce or eliminate travel expenses that would otherwise be incurred for commuting, relocation, onsite meetings, workshops, or repeated trips among distributed locations. Virtual collaboration tools support communication and coordination remotely, allowing team members to participate in project work without routine face-to-face travel. PMI recognizes virtual teams as groups whose members are separated by location and commonly collaborate through communication technology. The use of such teams can therefore support access to geographically dispersed expertise while lowering travel-related expenditures. See PMI's overview of project team development and management concepts in the PMBOK® Guide and Standards, and PMI's discussion of distributed collaboration in Virtual Teams in Global Project Management.

QUESTION NO: 82

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.

ANSWER: B

Explanation:

A diagram in which the critical path method has been applied is the appropriate reference because the critical path method uses the logical relationships and duration estimates for all scheduled activities to calculate the longest path through the project network. That longest path establishes the shortest possible time in which the project can be completed, assuming the planned activity durations and dependencies hold true. In other words, the critical path identifies the sequence of dependent activities that directly determines the project's minimum forecast completion duration.

The analysis also calculates float, sometimes called slack, for paths and activities. Activities on the critical path normally have zero total float, meaning that delay to one of those activities delays the planned project completion date unless corrective action is taken. A project manager can therefore use this network diagram both to determine the minimum duration and to focus schedule monitoring on the work with the greatest direct effect on that date. PMI describes critical path analysis as a schedule-network analysis technique used to determine the amount of scheduling flexibility and the minimum project duration. See PMI's Project Management Lexicon and its PMBOK® Guide overview.

QUESTION NO: 83

While working in an adaptive environment, a business analyst is collaborating with other roles in drafting a product roadmap. Which three roles are involved in establishing the product roadmap? (Choose three)

A. Project sponsor

B. Portfolio manager

C. End user

D. Program manager

E. Internal inspector

ANSWER: A B D

Explanation:

Project sponsor, portfolio manager, and program manager are the appropriate roles because a product roadmap translates a product vision into a high-level, time-oriented view of intended value, outcomes, and major direction. The project sponsor contributes the organizational vision, authorizes investment, and helps ensure that the roadmap continues to support the business need and expected benefits. The portfolio manager supplies the strategic context needed to align the product's direction, investment priorities, and capacity with the organization's portfolio of work. The program manager contributes coordination across related components, including shared dependencies, sequencing, and benefits that span more than one project or team. In an adaptive environment, the roadmap is not a fixed detailed plan; it is revisited as learning, market conditions, and priorities evolve. Collaboration among these roles gives the business analyst sufficient strategic, financial, and cross-initiative context to help create a roadmap that is both value-focused and feasible. PMI describes agile approaches as supporting frequent adaptation and delivery of value, while portfolio and program practices emphasize strategic alignment and coordinated benefits realization. See PMI's Agile standards and resources and portfolio management standards.

QUESTION NO: 84

When large or complex projects are separated into distinct phases or subprojects, all of the Process Groups would normally be:

A. divided among each of the phases or subprojects.

B. repeated for each of the phases or subprojects.

C. linked to specific phases or subprojects.

D. integrated for specific phases or subprojects.

ANSWER: B

Explanation:

repeated for each of the phases or subprojects. is correct because Process Groups describe the management activities needed to initiate, plan, execute, monitor and control, and close work. On a large or complex project, each phase or subproject can function as a manageable component with its own defined objectives, deliverables, stakeholders, controls, and completion criteria. Therefore, the relevant process groups are applied within that component rather than being performed only once across the project as a whole.

This repetition enables the project team to authorize and plan each component appropriately, direct its work, monitor its performance, control changes and risks, and formally close it before moving forward or integrating its outputs with subsequent work. The amount of tailoring, formality, and overlap may differ according to the project life cycle and organizational approach, but the core concept remains that process groups can recur for phases and subprojects. PMI describes process groups as activities that may be applied repeatedly throughout a project and notes that they can be repeated within each phase of a multiphase project. See PMI's Process Groups: A Practice Guide and the PMI overview of project management process groups.

QUESTION NO: 85

A project is at the closing stage. The project manager asks the team to perform closing functions at the next meeting. Which two procedures will the project team perform? (Choose two)

A. Project audit

B. Deliverable acceptance

C. Risk register tracking

D. Stakeholder mapping

E. Issue log update

ANSWER: A E

Explanation:

Project audit and **Issue log update** are appropriate closing procedures. Closing a project or phase involves formally completing work, confirming that administrative and contractual activities are complete, preserving project knowledge, and transitioning any remaining responsibilities. A project audit is a structured review of the project's management and results. It captures information about performance, successes, shortcomings, compliance with applicable organizational procedures, and opportunities to improve future work. Its findings support organizational learning and provide useful input to final project records and lessons learned.

The issue log must also be brought to a final, accurate state at closure. The team verifies that issues have been resolved, documents their disposition, and ensures that any item requiring ongoing attention has an identified owner and is transferred through the appropriate operational or organizational channel. This creates a reliable historical record and prevents unresolved project matters from being lost when the project team is disbanded. Together, auditing and finalizing issue information support the orderly administrative completion and knowledge transfer expected during project closure. PMI

describes project closure as the formal completion of project or phase activities and emphasizes capturing and transferring relevant project information; see the PMBOK® Guide and Standards and PMI's project closure guidance.

QUESTION NO: 86

An input to the Control Quality process is:

A. Activity attributes

B. Quality control measurements

C. Enterprise environmental factors

D. Deliverables

ANSWER: D

Explanation:

Deliverables is correct because Control Quality evaluates the project's completed outputs to determine whether they conform to documented quality requirements and acceptance criteria. A deliverable is a unique and verifiable product, result, or capability produced to complete a process, phase, or project. During Control Quality, the project team uses inspection, testing, measurement, and other quality-control techniques on those outputs. The results establish whether the deliverables meet the applicable quality specifications and whether any defect repairs, corrective actions, or change requests may be needed. This relationship is central to the process: quality cannot be controlled solely at the planning level; it must be assessed against the actual items produced by project work. In the traditional PMBOK Guide process model used for ITTO-based CAPM questions, deliverables are therefore explicitly supplied to Control Quality for verification and measurement. PMI's foundational standards information is available in the PMBOK® Guide and Standards, and PMI's certification context is described in the CAPM® certification overview.

QUESTION NO: 87

Which behavior is a management trait?

A. Asking what and why

B. Challenging the status quo

C. Innovating

D. Relying on control

ANSWER: D

Explanation:

Relying on control is a management trait. In the commonly taught distinction between management and leadership, management is concerned with establishing order and consistency: planning and budgeting, organizing and staffing, monitoring performance, and taking corrective action. Control is therefore central to management because it helps ensure that work is performed according to agreed plans, processes, standards, and constraints. On projects, this includes comparing actual performance with the plan, evaluating variances, managing changes through defined procedures, and acting to keep scope, schedule, cost, quality, and risk within acceptable limits.

PMI recognizes that project work requires both leadership and management. The project manager applies management practices to coordinate and control project activities, while also using leadership to guide and motivate people toward the project objectives. The PMBOK framework's monitoring and controlling work emphasizes measuring project performance against the project management plan and implementing approved changes or corrective actions when needed. Thus, relying on control accurately represents the management-oriented focus on stability, predictability, and execution discipline. See PMI's overview of project management responsibilities at PMI: What Is Project Management? and its PMBOK Guide and Standards.

QUESTION NO: 88

A new project was approved and the project manager is discussing the most suitable delivery approach with the project sponsor. Which three of the following are characteristics of a traditional project delivered using a linear delivery approach? (Choose three)

A. Many expected simple scope change requests

B. Few expected simple scope change requests

C. Routine and repetitive activities

D. Collocated project teams

E. Use of established templates

ANSWER: B C E

Explanation:

A traditional linear delivery approach is most suitable when requirements are sufficiently understood early, the work can be planned in detail, and the sequence of work is relatively predictable. “Few expected simple scope change requests” reflects this stable environment: although formal change control can accommodate changes, the baseline scope is expected to remain substantially intact so that planned work can proceed through defined phases. “Routine and repetitive activities” also supports linear delivery because repeatable work, known methods, and historical experience allow more reliable upfront estimates, scheduling, and control. “Use of established templates” is appropriate because traditional projects commonly rely on documented plans, baselines, reports, and organizational process assets to provide consistency and governance across the lifecycle. Together, these characteristics enable a predictive team to define scope and plans early, execute against approved baselines, and monitor performance using established management processes. PMI describes predictive approaches as appropriate where requirements can be defined and scope, schedule, and cost can be planned early; PMI also recognizes that organizations tailor artifacts and use reusable organizational assets to fit the project context. See PMI’s PMBOK® Guide and Standards and Agile Practice Guide resources.

QUESTION NO: 89

During a project’s execution phase, the project manager reviews the communications management plan for communication technology factors. What can affect the choice of communications?

A. Legal requirements

B. Politics and power structures

C. Internal information needs

D. Sensitivity and confidentiality of the information

ANSWER: D

Explanation:

Sensitivity and confidentiality of the information can affect the choice of communications because the communication method, technology, storage location, access permissions, and transmission safeguards must be appropriate to the information being shared. A project manager must consider whether project data includes proprietary business information, personal information, financial details, security-related material, contract data, or other restricted content. For example, highly confidential information may require access-controlled collaboration tools, encrypted transmission, authenticated recipients, and formal handling procedures rather than broadly accessible channels. The selected technology must enable the project team to communicate effectively while protecting information from unauthorized disclosure, alteration, or access. This consideration is especially important during execution, when project communications frequently distribute work results, issues, decisions, performance information, and stakeholder updates. PMI identifies sensitivity and confidentiality of information as a communications technology factor to evaluate when planning and managing project communications. The communications management plan should therefore document suitable technologies and any relevant security, privacy,

retention, and access requirements so that communication remains timely, usable, and appropriately protected throughout the project. See PMI's PMBOK® Guide and Standards and PMI Standards and Publications.

QUESTION NO: 90

Which three processes are generally included in risk management? (Choose three)

A. Monitor Risk Costs

B. Identify Risks

C. Plan Risk Responses

D. Perform Qualitative Risk Analysis

E. Estimate Risk Activity Resources

ANSWER: B C D

Explanation:

Identify Risks, Perform Qualitative Risk Analysis, and Plan Risk Responses are core Project Risk Management processes in the predictive, process-based PMBOK framework. Identify Risks establishes the project's risk baseline by determining uncertain events or conditions that could affect objectives and documenting their characteristics in the risk register. Because uncertainty changes over the project life cycle, this work is iterative rather than a one-time activity.

Perform Qualitative Risk Analysis then prioritizes the identified risks for further analysis or action. The project team evaluates relative probability, impact, and other relevant characteristics, allowing attention and resources to be directed toward the risks with the greatest potential effect on project objectives. Plan Risk Responses uses those priorities to select and document appropriate actions. Responses seek to reduce threats and promote opportunities, while assigning ownership and defining actions that can be incorporated into project work.

Together, these processes provide a logical progression: discover uncertainty, assess its relative significance, and prepare practical actions before risk events occur. PMI's PMBOK® Guide overview describes PMI's project-management standards and approaches. PMI also provides an overview of project risk management practices that emphasizes identifying, analyzing, and responding to project uncertainty.

QUESTION NO: 91

The process improvement plan details the steps for analyzing processes to identify activities which enhance their:

A. quality.

B. value.

C. technical performance.

D. status.

ANSWER: B

Explanation:

value. is correct because the process improvement plan is a component of the project management plan that describes how project processes will be analyzed and improved. Its purpose is to identify activities that add value and to reduce or eliminate work that does not contribute useful outcomes. This supports more efficient and effective delivery by helping the project team examine how work is performed, recognize opportunities for improvement, and implement changes that make the process more valuable to the project and its stakeholders.

In PMI's quality-management context, process improvement is not limited to inspecting a finished deliverable. It is a planned, continual approach to improving the processes used to create deliverables and manage the project. The plan can define

boundaries, process configuration, metrics, targets for improved performance, and the steps used to evaluate and improve processes. By focusing on value-enhancing activities, the team directs effort toward work that contributes meaningfully to the intended project outcomes and business objectives. This wording aligns with PMI's description of the process improvement plan in its project-management standards and terminology resources. See PMI's PMBOK® Guide and Standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 92

A project manager called for a team meeting.....method did the team use

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 Judgement

C. Decomposition

D. Data analysis

ANSWER: C

Explanation:

Decomposition is the method used because the team began with the project's deliverables, analyzed the work associated with each deliverable, and then produced estimates for those smaller components. In PMI practice, decomposition means subdividing project scope and deliverables into progressively smaller, more manageable elements. This is commonly used to create the work breakdown structure, which organizes the total scope into work packages that can be estimated, assigned, monitored, and controlled effectively.

For effort estimation, analyzing work at a lower level of detail improves the quality of the estimate because the team can consider the specific activities, resources, complexity, and assumptions associated with each deliverable component. The individual estimates can then be aggregated to develop an overall project effort estimate. This is consistent with the bottom-up approach to estimating, which relies on detailed estimates of lower-level work. The scenario's defining action—breaking deliverables down, analyzing the related work, and estimating each component—therefore describes decomposition. PMI's glossary defines decomposition as dividing and subdividing project scope and deliverables into smaller, more manageable parts. See the PMI Lexicon of Project Management Terms and PMI's overview of the work breakdown structure.

QUESTION NO: 93

Who provides the inputs for the original estimates of activity durations for tasks on the project plan?

A. Project sponsor

B. Project manager

C. Person responsible for project scheduling

D. Person who is most familiar with the task

ANSWER: D

Explanation:

The person who is most familiar with the task provides the best input for original activity-duration estimates. PMI's scheduling practice recognizes that reliable estimates depend on knowledge of the specific work, its method, required resources, constraints, and likely uncertainties. The individual or team member who will perform the activity, or who has direct subject-matter expertise in comparable work, is therefore best positioned to estimate how long it should take. Their input can be

developed using techniques such as analogous estimating, parametric estimating, bottom-up estimating, or three-point estimating, as appropriate to the available information and uncertainty level.

The project manager remains accountable for integrating estimates into the schedule model and facilitating a consistent estimating process, but duration estimates should be informed by the people with the closest technical and practical understanding of each activity. Obtaining estimates from knowledgeable performers also supports realistic commitments and encourages ownership of the resulting schedule. PMI describes estimating activity durations as assessing the number of work periods needed to complete activities, using inputs including resource capabilities and available project information. See the PMBOK® Guide and Standards and PMI's guidance on schedule estimating.

QUESTION NO: 94

Which tool or technique allows a large number of ideas to be classified into groups for review and analysis?

A. Nominal group technique

B. Idea/mind mapping

C. Affinity diagram

D. Brainstorming

ANSWER: C

Explanation:

Affinity diagram is the correct tool because it organizes a large volume of ideas, observations, or issues into natural groupings based on their relationships or common themes. A project team typically generates many ideas first, then collaboratively sorts them into categories. This structure makes unorganized qualitative information easier to review, analyze, and use in decision-making. For example, after identifying potential project risks, stakeholder concerns, or possible causes of a quality problem, the team can use an affinity diagram to reveal recurring themes that may not be evident in an unsorted list.

PMI identifies affinity diagrams as a data-representation technique used to group a large number of ideas for review and analysis. The technique is particularly valuable when the amount of information is too extensive or diverse to assess effectively without first organizing it. Grouping related inputs helps the team see patterns, define logical categories, and focus subsequent analysis on meaningful areas. This supports collaborative problem solving and improves the clarity of information used throughout project work. See PMI's overview of affinity diagrams in project management and ASQ's description of the affinity diagram tool.

QUESTION NO: 95

The lowest level normally depicted in a work breakdown structure (VVBS) is called a/an:

A. work package

B. deliverable

C. milestone

D. activity

ANSWER: A

Explanation:

work package is correct because it is the lowest-level component of a work breakdown structure for which project work can be planned, estimated, managed, monitored, and controlled. The structure decomposes the total project scope into progressively smaller, more manageable components. At the work-package level, the project team can assign responsibility, estimate cost and duration, identify needed resources, and establish control accounts or other management-control points as appropriate. A work package represents scope that can later be broken into schedule activities for detailed sequencing and

execution, but those activities are generally developed as part of schedule planning rather than serving as the normal lowest level of the scope decomposition itself. This distinction is important in PMI practice: the work breakdown structure organizes the project's deliverable scope, while the schedule model organizes and sequences the activities required to produce that scope. PMI describes the work breakdown structure as a hierarchical decomposition of the total scope of work and identifies work packages as its lowest-level elements. See PMI's PMBOK® Guide and Standards overview and its practice guides resources for scope and work-breakdown-structure guidance.

QUESTION NO: 96

Which two statements describe effective user stories in an adaptive environment? (Choose two.)

A. They are written from the user's perspective

B. They include acceptance criteria

C. They contain complete technical design specifications

D. They must be assigned to one individual

E. They cannot be refined after iteration planning

ANSWER: A B

Explanation:

Effective user stories are **written from the user's perspective** and **include acceptance criteria**. A user story concisely communicates a desired capability and the value it is expected to provide. Acceptance criteria clarify the conditions that must be met for the story to be accepted.

User stories are intentionally lightweight and are refined through collaboration and conversation. They should not attempt to define every technical design detail before development begins, and they are not restricted to work that can only be completed by one person. See PMI's Agile Practice Guide resources for adaptive planning and requirements practices.

QUESTION NO: 97

During the project planning process, which three of the following stakeholders are required to take part in the risk assessment meeting? (Choose three)

A. End user

B. Product owner

C. Subject matter experts (SMEs)

D. Project sponsor

E. Project team

ANSWER: C D E

Explanation:

Subject matter experts (SMEs), the **project sponsor**, and the **project team** provide the core perspectives needed for an effective planning-stage risk assessment. The project team has direct knowledge of the planned work, assumptions, estimates, dependencies, and delivery constraints, allowing it to identify risks embedded in the project's approach. Subject matter experts contribute specialized technical, operational, regulatory, commercial, or domain knowledge that may not reside within the team and is essential for recognizing credible risk sources and assessing their implications. The project sponsor represents the organization's strategic interests, provides an understanding of business priorities and acceptable risk exposure, and supports decisions involving funding, escalation, or organizational action. Together, these participants enable risk identification and assessment to reflect both execution-level realities and the project's strategic context. PMI describes project risk management as including the identification and analysis of risks so that responses can be planned

appropriately; broad, relevant expertise improves the quality of that assessment. See PMI's project risk management guidance and the PMBOK® Guide and Standards.

QUESTION NO: 98

In complex projects/ initiating processes should be completed:

A. Within a work package.

B. In each phase of the project.

C. To estimate schedule constraints.

D. To estimate resource allocations.

ANSWER: B

Explanation:

In each phase of the project. is correct because a complex project is often divided into phases to make the work more manageable and to provide formal decision points. Each phase functions as a distinct portion of the project life cycle and may require authorization before its work begins. Applying initiating processes at the start of a phase ensures that the phase's purpose, objectives, stakeholders, governance expectations, and high-level boundaries are understood and formally aligned with the project's continuing business need.

This repeated initiation supports phase-gate decisions: authorized leaders can assess results from the prior phase, confirm that the project remains viable, and approve proceeding with the next body of work. The project charter may be created once for the overall project, while subsequent phases can be initiated through appropriate phase-level authorization or documentation consistent with the organization's governance framework. PMI describes process groups as activities that can be applied within a project or phase, rather than as a one-time sequence used only at the overall project's beginning. See PMI's PMBOK® Guide and Standards resources and its project phase-gate process overview for related lifecycle and governance context.

QUESTION NO: 99

What type of project structure is a hierarchically organized depiction of the resources by type?

A. Organizational breakdown structure (OBS)

B. Resource breakdown structure (RBS)

C. Work breakdown structure (WBS)

D. Project breakdown structure (PBS)

ANSWER: B

Explanation:

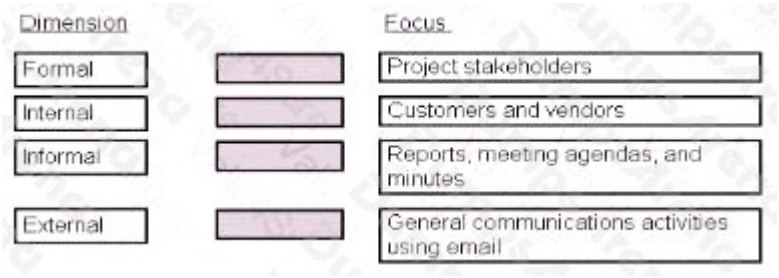
Resource breakdown structure (RBS) is correct because it is a hierarchical representation of the resources needed for a project, organized by resource category and type. It can group resources into high-level classes—such as labor, materials, equipment, facilities, or funding—and progressively subdivide them into more detailed resource types. For example, labor may be broken down into engineering, quality assurance, and project management, while equipment may be separated into testing tools and production machinery. This structured view helps the project team plan, estimate, acquire, assign, and control resources consistently throughout the project life cycle.

In PMI practice, the RBS supports resource planning by providing a common framework for identifying required resource categories and analyzing resource-related information. It can also be used to aggregate estimates, monitor resource utilization, and support reporting at different levels of detail. The hierarchy is based on the nature or type of resource rather than on project deliverables or organizational reporting relationships. PMI describes resource management concepts and

resource-planning artifacts in its standards and terminology resources. See PMI's PMBOK® Guide and Standards page and the PMI Lexicon of Project Management Terms.

QUESTION NO: 100 - (HOTSPOT)

Match each dimension of the communications management plan to its corresponding focus.



ANSWER:

Answer:

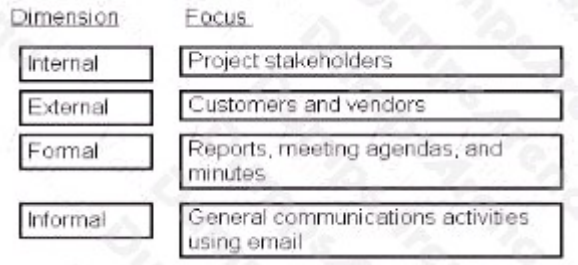
Explanation:

Dimension and Focus Matching

Dimension	Focus
Formal	Reports, meeting agendas, and minutes
Internal	Project stakeholders (within the organization)
Informal	General communications activities using email
External	Customers and vendors

According to the PMBOKÂ® Guide, effective communication requires the project manager to recognize and manage the different dimensions of communication to ensure the right information reaches the right person.
Formal Communication: This involves structured and documented information. It is essential for maintaining the project ' s " official record. "
Focus: Reports, meeting agendas, and minutes. These are formal artifacts that may be used for audits or legal documentation.Internal Communication: This refers to communication within the project and the performing organization.
Focus: Project stakeholders. While customers are stakeholders, in this specific categorization, " Internal " refers to the team, senior management, and functional departments within the company.Informal Communication: This involves less structured, daily interactions that help build relationships and solve minor issues quickly.
Focus: General communications activities using email. While email can be formal, general daily emails, ad-hoc conversations, and social media activities are classified as informal dimensions.External Communication: This refers to communication with entities outside the performing organization.
Focus: Customers and vendors. Since these parties are outside the legal boundary of the company, communication with them often requires specific protocols (contracts, formal statements, or specialized account management).
Internal vs. External: The key differentiator is the organizational boundary. Employees and internal managers are internal; anyone else (contractors, government regulators, clients) is external.Formal vs. Informal: The key differentiator is the level of

structure and permanence. If it belongs in the project archives as a record of a decision, it is formal. If it is a tool for coordination and team bonding, it is likely informal.



Explanation:

The completed matching correctly applies the communication dimensions used when planning project communications. Formal communication is represented by reports, meeting agendas, and minutes because these are structured, documented communication artifacts. They provide a reliable record of project information, discussions, decisions, and commitments. A communications management plan identifies the methods, formats, and timing needed so such information can be prepared and distributed consistently.

Internal communication appropriately focuses on project stakeholders within the organization. This dimension concerns communication among the project team, sponsor, functional managers, executives, and other organizational stakeholders who need project information to support delivery, governance, decisions, and coordination. The organizational boundary is what defines this focus.

Informal communication correctly corresponds to general communication activities using email. Informal communication supports everyday coordination and quick information exchange. In practice, the same channel can be used in different ways depending on the needed level of structure, but general day-to-day email activity is an appropriate example of an informal communication approach for this matching exercise.

External communication correctly focuses on customers and vendors. These parties are outside the performing organization, so communications with them must be managed with awareness of contractual relationships, expectations, approvals, confidentiality, and the required communication methods. Identifying external recipients in the communications management plan helps ensure project information reaches the appropriate parties through suitable channels.

Together, these matches show that communication planning considers both the nature of the message and the intended audience. This supports the broader PMI principle that project communication should be tailored so relevant information is delivered in a usable form to the people who need it. PMI describes its standards and foundational guidance at PMI's PMBOK Guide and Standards page.

QUESTION NO: 101

Which Control Quality tool is also known as an arrow diagram?

A. Matrix diagram

B. Affinity diagram

C. Tree diagram

D. Activity network diagram

ANSWER: D

Explanation:

Activity network diagram is correct because an arrow diagram is a graphical network representation of activities and their logical relationships. It displays the sequence in which work is performed and the dependencies that connect activities, using arrows to convey the flow of work. In PMI quality management material, activity network diagrams are included among the management and planning quality tools that may be used in Control Quality. They can help a project team visualize the process flow associated with the work being inspected or measured, identify relationship patterns, and support analysis of where quality-control activities fit within the overall workflow.

The term “arrow diagram” is commonly used for a network diagram because its defining visual feature is the arrow-based depiction of activity sequencing. Depending on the diagramming convention, activities may be represented by arrows or connected through arrowed relationships; in either case, the central purpose is to show the network logic of the work. PMI identifies network diagrams as a technique for representing schedule activities and their logical relationships, consistent with this usage. See PMI’s overview of its project-management standards at PMI PMBOK® Guide and Standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 102

Which two activities occur during a sprint review? (Choose two.)

A. Inspect the increment

B. Discuss progress toward the Product Goal

C. Assign work to individual developers

D. Evaluate team performance for compensation

E. Finalize the resource management plan

ANSWER: A B

Explanation:

During a sprint review, the Scrum Team and relevant stakeholders **inspect the increment** and **discuss progress toward the Product Goal**. The event provides an opportunity to gather feedback, review what has changed in the environment, and adapt the product backlog when appropriate.

The sprint review is not a team-performance evaluation or a meeting used to assign work for the next sprint. Those activities are more closely associated with the sprint retrospective and sprint planning, respectively. See the Scrum Guide for the purpose and activities of Scrum events.

QUESTION NO: 103

Which reserve is included in the cost baseline to address identified risks?

A. Contingency reserve

B. Management reserve

C. Schedule float

D. Cost variance

ANSWER: A

Explanation:

Contingency reserve is correct because it is allocated for identified risks and is intended to address known-unknowns. The amount may be determined through risk analysis and is included within the cost baseline for authorized project work.

Management reserve is different because it is held for unplanned work that is within project scope and addresses unknown-unknowns. Management reserve is not included in the cost baseline, although it is included in the overall project budget. See PMI's PMBOK® Guide and Standards.

QUESTION NO: 104

What type of change requires the submission of a change request?

A. Changes in assigned resources

B. Changes in a technical solution

C. Changes in status reporting

D. Changes in the project's scope

ANSWER: D

Explanation:

Changes in the project's scope require submission of a change request because scope is part of the approved project baseline. The scope baseline establishes the authorized work and deliverables that the project team is expected to produce. When a stakeholder identifies a need to add, remove, or revise a deliverable, requirement, feature, or acceptance criterion, the proposed modification must be formally documented and evaluated through integrated change control before the team implements it.

A change request provides the information needed to assess the proposed scope change's effects on project objectives, schedule, cost, resources, quality, risks, and related management plans. The authorized decision-maker or change control board can then approve, defer, reject, or request further analysis of the proposed change. Once approved, the relevant scope and other affected baselines or project documents are updated, and the work may be incorporated into execution. This formal control protects the project from uncontrolled scope expansion and maintains alignment with approved requirements and stakeholder expectations.

PMI describes change requests as formal proposals to modify a document, deliverable, or baseline and manages them through the Perform Integrated Change Control process. See the PMBOK® Guide overview and PMI's integrated change control guidance.

QUESTION NO: 105

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

A. Internal enterprise environmental factor

B. Risk register database

C. External enterprise environmental factor

D. Organizational process asset

ANSWER: C

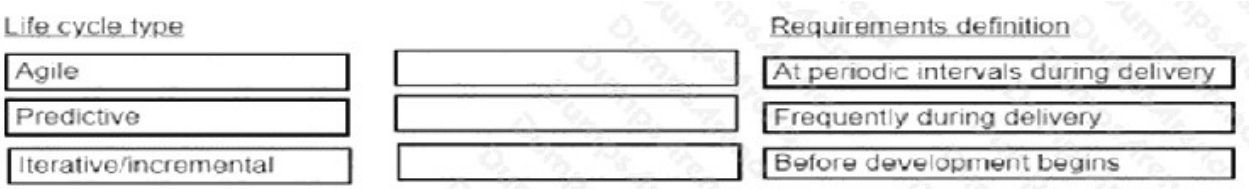
Explanation:

External enterprise environmental factor is correct because a newly imposed legal requirement originates outside the organization and affects the environment in which projects and business operations must be performed. Enterprise environmental factors are conditions that influence, constrain, or shape project work but are generally not under the direct control of the project team. Laws, regulations, government requirements, and applicable standards are common external factors because an organization must comply with them rather than create or change them through its own internal procedures.

Once the organization receives notice of the requirement, the project manager should evaluate its implications for project scope, compliance activities, resources, schedule, cost, risk exposure, and stakeholder communications. The requirement may also drive updates to plans and project documents as appropriate, but its classification remains an external enterprise environmental factor because its source is the legal or regulatory environment. PMI describes enterprise environmental factors as influences on projects that arise from conditions internal or external to the organization; legal and regulatory constraints are a key example of the external category. See PMI's PMBOK® Guide and Standards resources and PMI Code of Ethics and Professional Conduct for PMI's emphasis on professional responsibility and compliance.

QUESTION NO: 106 - (SIMULATION)

Match the life cycle type to when its requirements are defined.



ANSWER: See the explanation for the answer

Explanation:

Correct matches:

In a predictive life cycle, requirements are defined upfront. Agile life cycles continuously refine requirements while work is being delivered. Iterative/incremental life cycles define requirements in stages or increments at planned intervals during delivery.

QUESTION NO: 107

What type of reward can hurt team cohesiveness?

A. Sole-sum

B. Win-lose

C. Lose-win

D. Partial-sum

ANSWER: B

Explanation:

Win-lose is correct because it frames recognition as a competition in which one team member's gain depends on another member's loss. That reward structure can shift attention from shared project objectives to individual ranking, making team members less willing to exchange information, assist one another, or jointly solve problems. In project work, where deliverables commonly depend on coordination across roles and timely communication, rewards should reinforce collaboration and collective accountability rather than internal rivalry.

PMI's resource-management approach emphasizes developing the project team and managing it through feedback, recognition, and actions that improve teamwork. Recognition is most effective when it is timely, appropriate to the behavior or results being reinforced, and aligned with the project's desired culture. A win-lose reward may motivate short-term individual effort, but it can damage trust and the cooperative behavior needed for a cohesive, high-performing team. Project managers should therefore use recognition that supports shared goals and acknowledges collaborative contributions where practical. See PMI's overview of motivation and rewards for project teams and the PMBOK® Guide and PMI Standards resources.

QUESTION NO: 108

A Project manager is using agile in a project. As development life cycle is adaptive, how does the project manager handle key stakeholder involvement?

A. Key stakeholders are regularly involved

B. Key stakeholders are continuously involved

C. Key stakeholders are involved at specific milestones

D. Key stakeholders are always involved

ANSWER: B

Explanation:

Key stakeholders are continuously involved is correct because adaptive life cycles use short iterations, frequent delivery of usable product increments, and regular feedback to refine both the product and the work ahead. The project manager supports an environment in which stakeholders—particularly the customer, users, sponsor, and product owner or equivalent representative—remain actively engaged throughout the project rather than only supplying requirements at the outset. Their ongoing participation helps the team validate value, clarify emerging needs, prioritize the backlog, review increments, and make timely decisions as uncertainty is resolved.

In PMI's adaptive approach, planning is progressive and responsive to learning. Continuous stakeholder involvement therefore provides the feedback loop needed to inspect results and adapt future work. Engagement occurs through recurring collaborative activities, such as iteration or sprint reviews, backlog refinement, demonstrations, and direct conversations with empowered business representatives. This does not mean that every stakeholder attends every team event; it means the project establishes sustained access to appropriate stakeholders and incorporates their feedback throughout delivery. This approach aligns with the Agile value of customer collaboration and supports early validation that the evolving solution continues to deliver the intended outcomes. See PMI's Disciplined Agile guidance and the Agile Manifesto.

QUESTION NO: 109

The most commonly used type of precedence relationship in the precedence diagramming method (PDM) is:

A. start-to-start (SS)

B. start-to-finish (SF)

C. finish-to-start (FS)

D. finish-to-finish (FF)

ANSWER: C

Explanation:

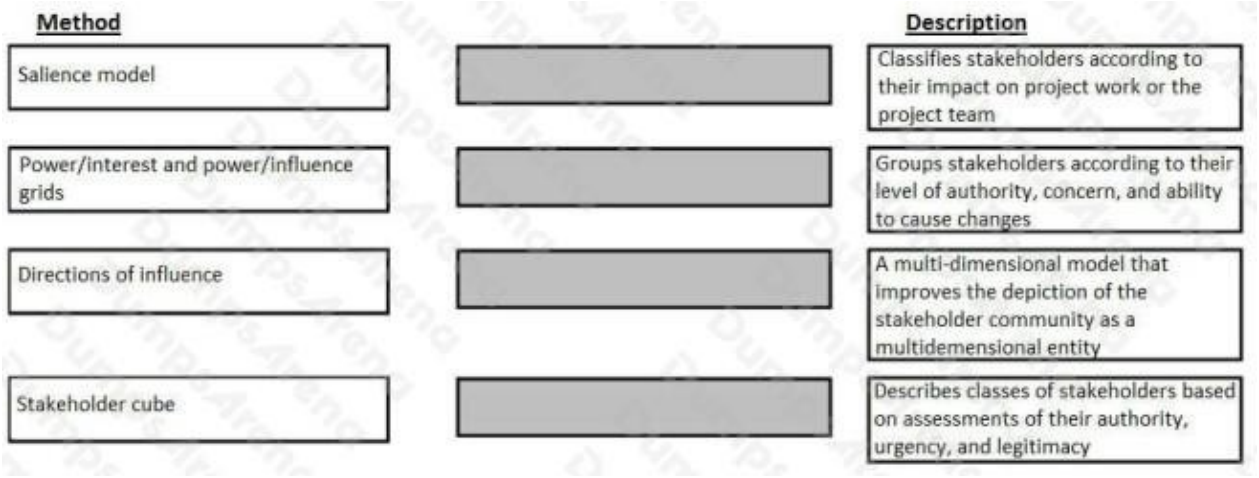
finish-to-start (FS) is the most commonly used logical relationship in the precedence diagramming method (PDM). In an FS relationship, a successor activity cannot start until its predecessor activity has finished. This models the common, straightforward sequence in project work: for example, a team completes a design deliverable before beginning the associated construction or implementation work. PDM, also called activity-on-node diagramming, represents activities as nodes and uses logical relationships to show the order in which work is performed. Finish-to-start dependencies provide the default pattern for much of this sequencing because they clearly establish that completion of one piece of work enables the next to begin. The PMI framework recognizes four dependency types—finish-to-start, finish-to-finish, start-to-start, and start-to-finish—and identifies finish-to-start as the relationship used most often. Project teams determine these relationships while sequencing activities, then use the resulting network diagram as a basis for schedule development, critical-path analysis, and management of dependencies. See the PMI PMBOK® Guide and Standards and PMI's discussion of schedule network activity relationships.

QUESTION NO: 110 - (DRAG DROP)

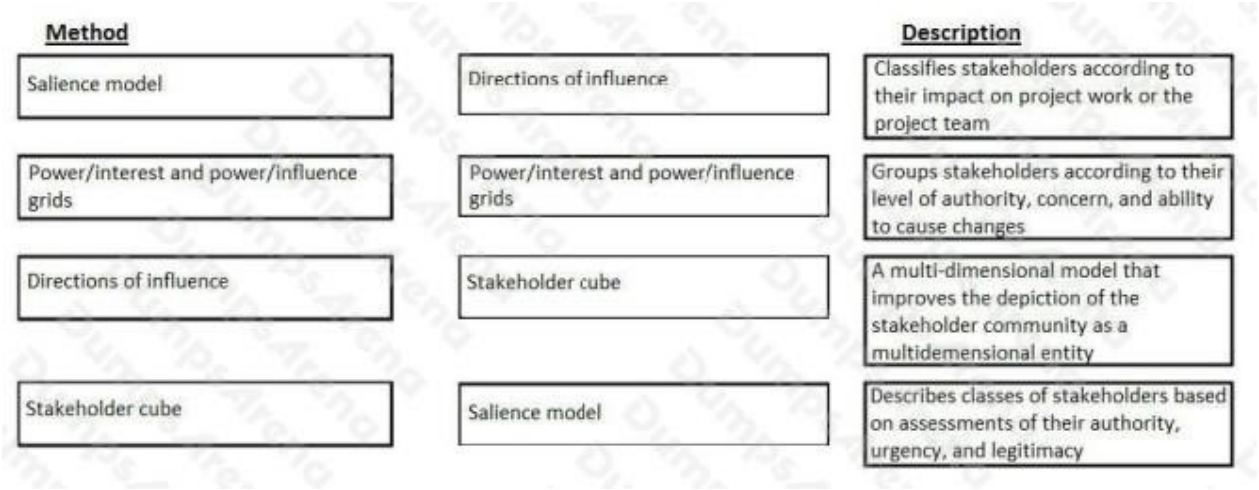
DRAG DROP

Match the method for categorizing stakeholders with its corresponding description.

Select and Place:



ANSWER:



Explanation:

Stakeholder categorization helps a project team determine how to engage people and groups in a way that reflects their potential effect on the project. The salience model is correctly associated with authority, urgency, and legitimacy. These three attributes provide a practical way to identify which stakeholders may require immediate attention and how prominently they should be considered during engagement planning.

Power/interest and power/influence grids organize stakeholders using their authority, level of concern or interest, and ability to affect change. These grids support selecting an appropriate engagement approach by considering both a stakeholder's position and the degree to which that stakeholder can influence decisions or outcomes.

Directions of influence categorizes stakeholders according to their impact on project work or the project team. This perspective considers the direction from which influence is exerted, helping the team recognize influences that may originate above, below, alongside, or outside the project's immediate organizational setting.

The stakeholder cube is the multidimensional model that improves depiction of the stakeholder community as a multidimensional entity. It extends categorization beyond a single two-axis view, enabling the team to visualize several stakeholder characteristics together. These methods support the broader stakeholder engagement work described in PMI's PMBOK Guide and Standards and align with PMI's guidance on stakeholder management strategy.

QUESTION NO: 111

Which two characteristics are commonly associated with a hybrid project approach? (Choose two.)

A. Combines predictive and adaptive practices

B. Uses iterative delivery for components with evolving requirements

C. Requires all project work to use one life cycle approach

D. Eliminates the need for project governance

E. Prevents planning from being updated

ANSWER: A B

Explanation:

A hybrid approach **combines predictive and adaptive practices** and may **use iterative delivery for components with evolving requirements**. For example, a project may use a predictive approach for construction, procurement, or regulatory work while using adaptive iterations for a software component whose detailed requirements are expected to change.

Hybrid delivery does not require all work to follow the same approach, nor does it eliminate the need for planning and governance. The project team tailors practices to the uncertainty, complexity, and delivery needs of different project components. See PMI's Agile Practice Guide resources and PMBOK® Guide and Standards.

QUESTION NO: 112

Which two statements describe a Kanban system? (Choose two.)

A. Visualizing workflow

B. Limiting work in progress

C. Requiring fixed-length iterations

D. Assigning a prescribed product owner role

E. Completing all requirements before work begins

ANSWER: A B

Explanation:

Visualizing workflow and **limiting work in progress** are correct. Kanban makes work visible, commonly through a board that shows work items and their status. This transparency helps the team identify bottlenecks, blocked work, and flow constraints.

Work-in-progress limits restrict the number of items that may be active in a workflow stage at one time. Limiting work in progress encourages the team to finish current items before starting additional work and supports a smoother, more predictable flow of value. Kanban does not require fixed-length iterations or a prescribed set of roles. See the Kanban Guide and PMI's Agile Practice Guide resources.

QUESTION NO: 113

Which of the following processes audits the quality requirements and the results from quality control measures to ensure appropriate quality standards and operational definitions are used?

A. Perform Quality Control

B. Quality Metrics

C. Perform Quality Assurance

D. Plan Quality

ANSWER: C

Explanation:

Perform Quality Assurance is the process that audits quality requirements and the results generated through quality control activities. Its purpose is to determine whether the project is following the planned quality approach and whether the applicable quality standards, processes, and operational definitions are being used effectively. Rather than focusing only on the acceptability of an individual deliverable, this process evaluates the methods used to achieve quality across the project. It can include quality audits, reviews of quality-control measurements, and analysis of process performance to identify opportunities for improvement.

In the terminology used by earlier PMI standards, Perform Quality Assurance is specifically described as auditing the quality requirements and results from quality control measurements to ensure that appropriate quality standards and operational definitions are used. This wording directly matches the question. In more recent PMI terminology, quality assurance responsibilities are incorporated within the *Manage Quality* process, but the underlying objective remains the same: ensuring that project quality processes are appropriate, applied, and continually improved. See PMI's PMBOK® Guide and Standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 114

Which is the Define Scope technique used to generate different approaches to execute and perform the work of the project?

A. Build vs. buy

B. Expert judgment

C. Alternatives identification

D. Product analysis

ANSWER: C

Explanation:

Alternatives identification is the Define Scope technique used to develop different ways of executing and performing project work. In the predictive-process guidance in which this terminology is used, the technique supports the team's examination of multiple possible approaches for meeting requirements and achieving the project objectives. The team may generate choices concerning methods, technical solutions, delivery approaches, resources, or ways to organize the work. Identifying these possibilities gives the project manager and stakeholders a sound basis for selecting an approach before the scope is fully documented in the project scope statement.

This technique is valuable because defining scope is not limited to listing deliverables; it also requires sufficient understanding of the work needed to create those deliverables. Exploring alternatives helps ensure that the selected scope reflects a feasible and appropriate way to perform the project work while satisfying approved requirements. PMI's standards describe scope management as the processes used to ensure the project includes all, and only, the work required for successful completion. See PMI's PMBOK® Guide and Standards overview and its Standards and Publications page for the applicable PMI framework and terminology.

QUESTION NO: 115

Which action is included in the Control Costs process?

A. Identify how the project costs will be planned, structured, and controlled

B. Determine policies, objectives, and responsibilities to satisfy stakeholder needs

C. Develop an approximation of the monetary resources needed to complete project activities

D. Monitor cost performance to isolate and understand variances from the approved cost baseline

ANSWER: D

Explanation:

Monitor cost performance to isolate and understand variances from the approved cost baseline is included in Control Costs. This process is performed throughout the project to track the project's current cost status, compare actual results with the authorized cost baseline, and manage changes to that baseline. A project manager uses cost-performance data, such as actual costs and earned value measures where applicable, to determine whether spending is proceeding as planned. When a variance is identified, the team analyzes its source and significance so that appropriate corrective action, preventive action, forecasts, or change requests can be considered through integrated change control. This ongoing monitoring helps ensure that project funding and expenditures remain aligned with the approved budget and that stakeholders receive reliable cost forecasts. PMI identifies Control Costs as the process of monitoring project status to update project costs and managing changes to the cost baseline. See PMI's PMBOK® Guide and Standards overview and the CAPM certification reference page.

QUESTION NO: 116

Select three processes that are associated with Project Schedule Management.

A. Define Activities

B. Plan Resource Management

C. Estimate Activity Durations

D. Develop Schedule

E. Acquire Resources

ANSWER: A C D

Explanation:

Define Activities, **Estimate Activity Durations**, and **Develop Schedule** are Project Schedule Management processes in the predictive, process-based approach described in PMI's PMBOK® Guide Sixth Edition. Define Activities decomposes work packages into the specific schedule activities needed to produce project deliverables. This creates the detailed activity-level basis needed for planning and managing the project timeline.

Estimate Activity Durations determines the number of work periods required to complete each activity, taking account of such factors as the nature of the work, available resources, and identified assumptions or constraints. These duration estimates are essential inputs to creating a realistic schedule model.

Develop Schedule integrates activity sequences, duration estimates, resource requirements, calendars, and relevant constraints to produce the project schedule model. The resulting schedule establishes planned start and finish dates and supports execution, monitoring, and control of timely project completion. Together, these processes move from identifying the work to estimating the time needed and then building an integrated, usable project schedule. PMI's standards overview is available at PMI PMBOK® Guide and Standards; PMI also describes schedule-related professional practices at PMI: Schedule Management for Project Success.