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GAQM CPD-001

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Topic Break Down

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QUESTION NO: 1

During an annual review, the Sponsor requests more frequent reporting in Scope, Budgeting. What main Project process is involved?

A. Work Break-Down Structure

B. Monitoring and Controlling

C. Volume Control

D. None of the above

E. Both (a) and (c)

F. Both (b) and (c)

ANSWER: B

Explanation:

Monitoring and Controlling is the main project-management process involved because sponsor reporting provides the information needed to track actual performance against approved scope and budget baselines. This process group includes measuring project work, reviewing variances, forecasting likely outcomes, and communicating performance information to stakeholders so that management can make informed decisions. More frequent reporting does not itself redefine the project's deliverables or cost baseline; it increases the cadence at which performance is monitored and communicated.

In practice, the project director uses monitoring and controlling activities to collect scope and cost status, compare it with the plan, identify trends or exceptions, and issue suitable reports for the sponsor. If the new reporting cadence requires a formal update to the communications-management approach, that update can be handled through the project's established governance and change-control arrangements. The underlying work remains performance monitoring and control across the relevant knowledge areas. PMI describes monitoring and controlling as tracking, reviewing, and regulating project progress and performance; its standards and guidance are available through the PMI Standards and PMBOK Guide resources. PMI also identifies project performance domains, including measurement and uncertainty, in The Standard for Project Management and PMBOK Guide.

QUESTION NO: 2

During the Execution phase, a Stakeholder makes a product feature enhancement. This is an example of which type of Scope Creep?

A. Top-down

B. Perfectionism

C. Unexpected

D. Placating

ANSWER: D

Explanation:

Placating is correct because this form of scope creep occurs when a project team accepts or implements an added feature primarily to satisfy, accommodate, or maintain goodwill with a stakeholder. In this situation, the feature enhancement originates with a stakeholder during execution and expands the product beyond the work previously agreed in the project scope. The defining characteristic is the desire to please the requester rather than the addition being evaluated and approved through the project's formal integrated change-control process.

Scope management requires the team to compare a requested enhancement with the approved scope baseline, assess its effects on requirements, schedule, cost, resources, quality, and risk, and submit it for the appropriate change decision. A stakeholder request can be valuable and may ultimately be approved, but it should not be incorporated informally merely to keep that stakeholder satisfied. Applying this discipline protects delivery commitments while ensuring that legitimate enhancements receive documented evaluation and authorization. PMI describes scope as the work required to deliver the product and emphasizes controlling changes to that scope; see the PMI Lexicon of Project Management Terms and PMI's guidance on effective scope change management.

QUESTION NO: 3

Which of the following is a type of Scope Creep?

A. Laziness

B. Perfectionism

C. Delays in Distribution

D. None of the above

E. Both (a) and (b)

F. Both (a) and (c)

ANSWER: B

Explanation:

Perfectionism is a type of scope creep because it can lead project participants to keep refining, enhancing, or extending deliverables beyond the requirements that were approved. A team may pursue an ideal result by adding extra functionality, undertaking repeated improvements, or increasing quality beyond the agreed acceptance criteria, even when those additions have not been formally requested or authorized. Although the intent may be positive, this behavior expands the work, consumes time and budget, and can compromise delivery of the agreed project objectives. Effective scope management requires the project director to establish a clear scope baseline, define measurable acceptance criteria, and route any proposed enhancement through integrated change control before work begins. This ensures that desirable improvements are assessed for their effects on schedule, cost, resources, risks, and benefits, and are approved only when they support the project's priorities. PMI describes the scope baseline as the approved version of scope, work breakdown structure, and related documentation used as a basis for comparison and control; see PMI's scope-management guidance. Formal control of requested changes is also central to PMI's integrated change-control approach.

QUESTION NO: 4

Which team member monitors and guides projects by relying heavily on the Project Manager(s)?

A. Sponsor

B. Board of Directors

C. Team Lead

D. Project Director

ANSWER: D

Explanation:

Project Director is correct because this role provides oversight and direction across projects while depending substantially on Project Manager(s) for detailed, current information about execution. The Project Director operates at a higher level than day-to-day project control: monitoring overall progress, ensuring that projects remain aligned with organizational strategy, guiding management decisions, and addressing escalated concerns. Project Manager(s) supply the operational visibility needed for that oversight, including status, forecasts, risks, issues, resource needs, and requested decisions. This reliance allows the Project Director to coordinate and steer the wider project environment without replacing the Project Manager(s)' direct responsibility for planning and managing individual project work. In a project-governance structure, clear escalation and reporting paths are essential: delivery information moves upward from project management, while strategic direction, priority decisions, and governance guidance flow back down. This relationship is consistent with professional project-management practice, which distinguishes project-management accountability from higher-level governance and oversight responsibilities. PMI describes governance as the framework through which an organization directs and monitors project work; see PMI's project governance guidance. PMI also outlines the Project Manager's central role in leading and reporting on project delivery in its project management overview.

QUESTION NO: 5

What process will add up all the estimated costs for each activity?

A. Determine Budgets

B. Summarizing

C. Executing

D. Aggregate Matrix

ANSWER: A

Explanation:

Determine Budgets is the project cost-management process that aggregates the cost estimates for individual activities and work packages to produce an authorized project budget. The process takes the estimates developed for the scheduled work and rolls them up through the work breakdown structure. It then accounts for contingency reserves and reconciles funding requirements, establishing the cost baseline used to measure and control project spending. In practical terms, estimating determines the expected cost of each activity; determining the budget combines those separate estimates into the total amount needed to deliver the project. The resulting budget provides a time-phased basis for funding, cost performance measurement, and management decisions throughout execution. This role is consistent with PMI's description of project budget management and cost baselines in its standards and learning resources. See PMI's project cost management overview and the PMBOK Guide and Standards for the governing project-management framework.

QUESTION NO: 6

What is a milestone in a project schedule?

A. A significant point or event in the project

B. A detailed estimate of activity cost

C. A list of project assumptions

D. A planned response to a risk

ANSWER: A

Explanation:

A significant point or event in the project is correct because a milestone marks an important achievement, decision point, approval, or transition in the project. Examples include completion of design, approval of a prototype, contract award, or formal acceptance of a deliverable. Milestones are normally represented as having zero duration because they identify an event rather than a period of work.

Milestones provide visible control points for reporting, governance, and stakeholder communication. They help the project director assess progress against planned commitments and determine whether the project is ready to proceed to the next stage. PMI's terminology resources describe a milestone as a significant point or event in a project. See the PMI Lexicon of Project Management Terms.

QUESTION NO: 7

Which of the following is a Scope Management Processes for investigating, defining and documenting stakeholder's needs?

A. Collect requirements

B. Define Scope

C. WBS

D. Legal

ANSWER: A

Explanation:

Collect requirements is the Scope Management process used to determine, document, and manage stakeholders' needs and requirements for meeting project objectives. It turns stakeholder expectations, business needs, and product or service requirements into documented requirements that can be used as a foundation for defining the project scope and planning the work. This activity involves actively eliciting information from relevant stakeholders rather than merely assuming what they need. Common techniques include interviews, workshops, focus groups, questionnaires, observation, prototypes, benchmarking, and document analysis. The resulting requirements documentation and requirements traceability matrix help the project team connect each requirement to its source, business rationale, acceptance criteria, and later project deliverables. This traceability is important because it supports validation, change control, and confirmation that the completed project delivers the intended value. In PMI's scope-management framework, collecting requirements occurs before the project scope is fully defined, because the scope statement must be based on a sufficiently understood and documented set of stakeholder requirements. PMI describes project scope management and its associated processes in its standards and practice resources; see PMI's PMBOK Guide and Standards and PMI's requirements-management guidance.

QUESTION NO: 8

What is the main purpose of project closing?

A. To formally complete the project and transition its deliverables

B. To develop the initial business case

C. To estimate activity costs

D. To recruit the project team

ANSWER: A

Explanation:

To formally complete the project and transition its deliverables is correct because closing confirms that required work has been completed, deliverables have been accepted, contracts and administrative activities are finalized, project records are retained, and lessons learned are captured. It provides an orderly conclusion to the temporary project effort.

Closing is not simply stopping work when a product is delivered. Formal closure helps ensure that ownership, support arrangements, financial records, outstanding obligations, and knowledge transfer are handled appropriately. PMI describes closing activities as part of the project-management process framework; see PMI PMBOK® Guide and Standards.

QUESTION NO: 9

Which is not a role of a Project Manager?

A. Provides resources

B. Ensure the progress is on track, and coordinating tasks

C. Motivating the team; and helping them grow

D. Communicating with sponsors, stakeholders, and team members

ANSWER: A

Explanation:

Provides resources is not ordinarily a project manager's direct role. A project manager identifies the people, equipment, materials, facilities, funding, and other resources the project needs; plans their use; and works with sponsors, functional managers, procurement staff, or a project management office to obtain them. However, the organizational authority to supply or assign those resources typically rests with the sponsor, functional or resource manager, portfolio/program leadership, or another governing body. This distinction is particularly important in matrix organizations, where team members generally report to functional managers even while their day-to-day project work is coordinated by the project manager.

Project-management standards describe the project manager as responsible for leading the project team and managing work to achieve objectives within agreed constraints. That leadership includes integrating activities, monitoring progress, coordinating delivery work, engaging stakeholders, communicating project information, and supporting team performance and development. The project manager is therefore accountable for recognizing resource requirements and escalating shortages or conflicts, but does not inherently own the organizational resource pool or have authority to provide it. The exact division of authority can vary with the organization's structure and project charter, yet "provides resources" most accurately describes a sponsoring or resource-owning management function rather than the core project-manager role. See the Project Management Institute's overview of project management and the Association for Project Management's description of a project manager.

QUESTION NO: 10

Which Stakeholder is responsible for "Providing resources"?

A. Sponsor

B. Team Member

C. Project Director

D. Key Team Member

ANSWER: A

Explanation:

Sponsor is correct because the project sponsor is the senior stakeholder who champions the project and ensures it has the organizational support needed to proceed. A central sponsor responsibility is securing, authorizing, or facilitating access to the resources required for successful delivery, including funding, people, facilities, equipment, and executive support. The sponsor also provides strategic direction, makes or escalates high-level decisions, and helps remove organizational obstacles that are beyond the project delivery team's authority. Resource provision does not necessarily mean the sponsor personally assigns every individual or purchases every item; rather, the sponsor has the authority and influence to ensure that appropriate resources are committed and remain available in line with the project's business case and priorities. This accountability is especially important when projects compete for limited organizational capacity. The Project Management Institute describes the sponsor as a person or group that provides resources and support for the project and is accountable for enabling its success. The role is also reflected in established project-governance guidance, where sponsorship links strategic ownership, funding, and organizational commitment. See the Project Management Institute's guidance on sponsor roles and APM's overview of the project sponsor role.

QUESTION NO: 11

Activity levels are highest in the Termination Stage.

A. TRUE

B. FALSE

ANSWER: B

Explanation:

FALSE is correct because the termination stage occurs at the end of the project life cycle, after the main delivery work has been completed. Project activity, resource use, and staffing commonly rise through planning and execution, reach their greatest intensity while the project's products, services, or results are being created, and then decline as the work is accepted and closed. Termination focuses on formally completing remaining administrative and contractual work: confirming acceptance, handing over deliverables, closing procurements and accounts, releasing resources, archiving records, and documenting lessons learned. These are important project-management activities, but they do not normally involve the broad volume of coordinated technical and operational effort present during execution. A project director should therefore expect the overall activity curve to taper toward closure, while ensuring that closure obligations receive sufficient attention and ownership. This lifecycle pattern supports realistic resource planning, orderly transition to operations, and proper organizational learning. PMI describes project closure as the formal completion of project or phase work and emphasizes completion and transition activities in its project-management guidance; see PMI's project closeout guidance and PMI standards resources.

QUESTION NO: 12

Issues occurring without notice, such as, changes in regulations are known as what type of Scope Creep?

A. Unexpected changes

B. Blindsides

C. Sneakers

D. Shockers

ANSWER: B

Explanation:

Blindsides is the correct term for scope-affecting events that arise without warning and are outside the project team's normal control, including a new or changed law, regulatory rule, compliance obligation, or external mandate. These developments can require the project to add deliverables, revise designs, perform new testing, change documentation, or alter implementation plans even when the original scope was appropriately defined and approved. The defining feature is the lack of prior visibility: the team is effectively "blindsided" by an external event and must assess its impact promptly. Sound project governance treats such an event through formal change control: document the new requirement, analyze consequences for scope, schedule, cost, risks, quality, and resources, then obtain the appropriate authorization before incorporating the work into the approved baseline. This preserves traceability between the external requirement, the decision to change the project, and the updated project plan. PMI describes scope management and controlled handling of changes as core project-management practices; see PMI's project scope management guidance and the PMBOK Guide overview.