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Topic Break Down

Topic	No. of Questions
Topic 1, Project Management Fundamentals and Core Concepts	267
Topic 2, Predictive, Plan-Based Methodologies	468
Topic 3, Agile Frameworks/Methodologies	3
Topic 4, Business Analysis Frameworks	17
Total	755

QUESTION NO: 1

Power, urgency, and legitimacy are attributes of which stakeholder classification model?

A. Salience

B. Influence/impact

C. Power/interest

D. Power/influence

ANSWER: A

Explanation:

The correct answer is **Salience**. The stakeholder salience model classifies stakeholders according to three attributes: power, legitimacy, and urgency. Power is a stakeholder's ability to influence the project or its outcomes; legitimacy concerns the appropriateness or validity of the stakeholder's involvement, claim, or relationship to the project; and urgency reflects the degree to which the stakeholder's needs require immediate attention. Assessing these attributes helps the project manager determine which stakeholders need the greatest degree of engagement and attention at a particular time. Because stakeholder attributes and project circumstances can change throughout the project life cycle, the assessment should be reviewed and updated as part of ongoing stakeholder engagement. PMI describes stakeholder analysis as systematically gathering and analyzing information to determine whose interests should be considered throughout the project, and stakeholder classification models are useful tools for this analysis. The salience model is specifically distinguished by its use of power, legitimacy, and urgency. See PMI's overview of stakeholder management in the PMBOK® Guide resources and the foundational stakeholder-salience research by Mitchell, Agle, and Wood in the Academy of Management Review.

QUESTION NO: 2

Activity resource requirements and the resource breakdown structure (RBS) are outputs of which Project Time Management process?

A. Control Schedule

B. Define Activities

C. Develop Schedule

D. Estimate Activity Resources

ANSWER: D

Explanation:

Estimate Activity Resources is correct because this process determines the types and quantities of resources needed to perform each project activity. Its outputs include activity resource requirements, which document the resource types and estimated quantities required for scheduled activities, and the resource breakdown structure (RBS), a hierarchical representation of resources organized by category and type. These outputs allow the project team to understand the resources needed before activity durations can be estimated and the schedule can be fully developed. In PMBOK terminology used in earlier PMI editions, Estimate Activity Resources is a Project Time Management process; in current PMI standards, resource planning concepts are addressed within project resource management and integrated planning practices. The essential relationship remains the same: estimating the resources for each activity produces the detailed requirements and resource categorization needed to support realistic duration estimates, scheduling, acquisition, and assignment of resources. PMI's CAPM certification page describes the exam's coverage of predictive plan-based methodologies and project management domains: PMI CAPM certification. PMI also provides the foundational standard context for project management practices at PMBOK Guide and Standards.

QUESTION NO: 3

Which of the following is an input to Direct and Manage Project Execution?

A. Performance reports

B. Project charter

C. Outputs from planning processes

D. Enterprise environmental factors

ANSWER: D

Explanation:

Enterprise environmental factors are an input to Direct and Manage Project Execution. These factors are conditions internal or external to the organization that are outside the project team's direct control but influence how project work is performed. During execution, the project manager and team must account for applicable organizational culture, structure, facilities, infrastructure, marketplace conditions, regulatory constraints, standards, and stakeholder risk tolerances. Such factors can affect decisions about resource deployment, work methods, communications, compliance, and the practical execution of approved plans.

In the PMBOK process framework that uses the term "Direct and Manage Project Execution," enterprise environmental factors are specifically identified as an input because executing the project requires the team to work within its real organizational and external operating context. In newer PMI terminology, the closely related process is called "Direct and Manage Project Work," while the principle remains the same: project work is carried out in an environment that shapes and constrains delivery. PMI describes enterprise environmental factors as conditions not under the immediate control of the team that influence, constrain, or direct the project. See PMI's PMBOK Guide and Standards and discussion of enterprise environmental factors.

QUESTION NO: 4

A work package has been scheduled to cost $1,000 to complete and was to be finished today. As of today, the actual expenditure is $1,200 and approximately half of the work has been completed. What is the cost variance?

A. -700

B. -200

C. 200

D. 500

ANSWER: A

Explanation:

The correct cost variance is **-700**. In earned value management, cost variance is calculated as earned value minus actual cost (CV = EV − AC). Earned value represents the budgeted value of work actually completed, rather than the amount that was planned to be completed by the status date. Since approximately half of the work package is complete and its total budget is $1,000, the earned value is $500. The actual cost is $1,200. Therefore, the cost variance is $500 − $1,200 = −$700.

A negative cost variance indicates that the work performed has cost more than its approved budgeted value. This measure isolates cost performance for the completed portion of the work package: although the package was planned to be finished today, the relevant earned value is based on the approximately 50% actually completed. PMI's earned value guidance defines cost variance as the difference between earned value and actual cost and uses negative results to identify an unfavorable cost condition. See PMI's earned value management overview and PMI standards and guides.

QUESTION NO: 5

Based on the following metrics: EV= $20,000, AC= $22,000, and PV= $28,000, what is the project CV?

A. -8000

B. -2000

C. 2000

D. 8000

ANSWER: B

Explanation:

The correct answer is **-2000**. Cost variance is an earned value management measure that shows the difference between the budgeted value of work actually accomplished and the actual cost incurred to accomplish that work. The formula is cost variance = earned value − actual cost. Using the stated figures, subtract the actual cost of $22,000 from the earned value of $20,000: $20,000 − $22,000 = −$2,000. Therefore, the project's cost variance is −$2,000. The negative result indicates that the actual cost is $2,000 greater than the value of the completed work measured against its approved budget. Planned value is not used in the cost-variance calculation; it is used with earned value to assess schedule variance. PMI's earned value guidance distinguishes these measures so that project teams can evaluate cost and schedule performance consistently and use the results as inputs to forecasting and corrective-action decisions. See PMI's earned value management overview and the PMBOK® Guide and Standards resources.

QUESTION NO: 6

The methodology that combines scope, schedule, and resource measurements to assess project performance and progress is known as:

A. Earned value management.

B. Forecasting.

C. Critical chain methodology.

D. Critical path methodology.

ANSWER: A

Explanation:

Earned value management. is correct because it is an integrated project-performance measurement methodology that relates the work authorized in the project scope to the schedule and the resources/costs used to perform that work. EVM establishes a performance measurement baseline and uses three core measures: planned value, earned value, and actual cost. Comparing these values shows whether completed work is delivering the amount of value that was planned at a given point in time and whether the project is performing efficiently against its approved budget and schedule plan.

This integrated view enables the project team to calculate schedule and cost variances and performance indexes, identify trends early, and develop forecasts such as estimate at completion. In PMI terminology, EVM primarily integrates scope, schedule, and cost; resource use is reflected through the actual costs incurred for the resources performing the work. Therefore, it provides an objective, quantitative way to assess both project progress and overall performance rather than merely reporting activity completion. PMI includes earned value analysis among the techniques used to monitor and control project performance. See PMI's Lexicon of Project Management Terms and the U.S. Department of Energy's Earned Value Management System guidance.

QUESTION NO: 7

The ability to influence cost is greatest during which stages of the project?

A. Early

B. Middle

C. Late

D. Completion

ANSWER: A

Explanation:

Early is correct because the project's earliest phases—particularly initiation and planning—are when key decisions about scope, requirements, architecture, delivery approach, resources, procurement, and quality are made. These decisions establish most of the project's eventual cost commitments. At this point, alternatives can generally be evaluated and changes can be incorporated before substantial work, contracts, purchases, or rework create financial commitments. As execution progresses, more of the budget becomes committed or spent, and changing a previously agreed requirement or technical approach usually requires additional effort, schedule adjustment, contract changes, and possible rework. PMI describes the general project life-cycle pattern in which stakeholders' ability to influence project characteristics, including cost, is highest early in the project and decreases over time, while the cost of changes tends to increase. A project team should therefore engage stakeholders early, clarify requirements, and make high-impact planning decisions as soon as sufficient information is available. See PMI's overview of project life cycles and development approaches at PMI: Project Life Cycle and Development Models and PMI's foundational CAPM certification information at PMI CAPM Certification.

QUESTION NO: 8

The Monitoring and Controlling Process Group includes processes that:

A. Establish the scope, objectives, and course of action of a project,

B. Define a new project or a new phase of an existing project.

C. Track, review, and regulate the progress and performance of a project.

D. Complete the work defined in the project management plan.

ANSWER: C

Explanation:

Track, review, and regulate the progress and performance of a project. is correct because Monitoring and Controlling is the process group through which the project manager measures actual project performance against the approved project management plan and performance measurement baselines. It involves observing and assessing project work, identifying variances or trends, forecasting future performance, and recommending or implementing corrective or preventive actions as appropriate. This ongoing oversight helps ensure that changes are controlled, risks and issues are addressed, and the project remains aligned with its authorized objectives. Monitoring and Controlling occurs throughout the project life cycle and interacts with the other process groups, since information about actual results is needed to make informed decisions and maintain governance. PMI describes this work as tracking, reviewing, and regulating project progress and performance, as well as identifying areas in which changes to the plan are required. See PMI's overview of the process groups in the Process Groups: A Practice Guide and PMI's CAPM certification reference page.

QUESTION NO: 9

Which Process Group includes the Manage Stakeholder Engagement process?

A. Executing

B. Planning

C. Monitoring and Controlling

D. Initiating

ANSWER: A

Explanation:

Manage Stakeholder Engagement is part of the Executing Process Group. Its purpose is to work with stakeholders throughout the project, communicate and interact with them, address their needs and concerns, and foster appropriate involvement in project work and decision-making. This active relationship-management work is performed while the project is being carried out, which is why PMI places the process in Executing.

The process uses the stakeholder engagement plan and related project information to apply planned engagement strategies in practice. It also produces items such as change requests, project management plan updates, project document updates, and organizational process asset updates as engagement activities reveal new information or require action. Managing engagement is continuous: the project team builds collaboration, resolves issues, and maintains stakeholder support as project work progresses. PMI's process-group mapping identifies Manage Stakeholder Engagement within Executing. See PMI's PMBOK® Guide and Standards resources and the CAPM® certification page for the current examination framework and reference materials.

QUESTION NO: 10

What is the most accurate rough order of magnitude (ROM)?

A. In the Initiation phase, the estimate is in the range of +/- 50%.

B. In the Planning phase, the estimate is in the range of +/- 50%.

C. In the Monitoring and Controlling phase, the estimate is in the range of +/- 15%.

D. In the Closing phase, the estimate is in the range of +/- 15%.

E. Early in the project, a rough order of magnitude estimate typically ranges from −25% to +75%.

ANSWER: E

Explanation:

A rough order of magnitude (ROM) estimate is an early, high-level estimate developed when detailed project scope, requirements, resource needs, and risks are not yet fully known. PMI describes ROM estimates as having a broad accuracy range of approximately −25% to +75%. This range reflects the substantial uncertainty present during the earliest stages of a project and supports preliminary feasibility analysis, project selection, and initial funding discussions. For example, a ROM cost estimate of $100,000 could reasonably fall between about $75,000 and $175,000 as more information becomes available. The estimate should be progressively refined as the project team develops the scope baseline, work breakdown structure, schedule, resource estimates, and risk responses. This is consistent with PMI's progressive elaboration concept: estimates become more precise as project information becomes more detailed and reliable. Therefore, the accurate statement is that a ROM estimate is typically prepared early in the project and has an approximate range of −25% to +75%, rather than a symmetric plus-or-minus range. See PMI's PMBOK® Guide resources and the PMI Lexicon of Project Management Terms.

QUESTION NO: 11

Which enterprise environmental factors are considered during Estimate Costs?

A. Market conditions and published commercial information

B. Company structure and market conditions

C. Commercial information and company structure

D. Existing human resources and market conditions

ANSWER: A

Explanation:

Market conditions and published commercial information is correct. In the Estimate Costs process, enterprise environmental factors provide external and organizational context that affects the cost of project resources. Market conditions are relevant because they influence current pricing, availability, and rates for labor, materials, equipment, and services. For example, local supply and demand or prevailing wage levels can materially affect the cost estimate developed for planned work.

Published commercial information is also an applicable enterprise environmental factor because it provides reliable pricing inputs, such as vendor catalog prices, commercial databases, industry cost references, and standard resource-rate information. The project team can use these sources when applying estimating techniques and determining resource costs. Together, current market conditions and published commercial information help ensure that estimates are grounded in realistic, contemporary cost data rather than unsupported assumptions. PMI identifies enterprise environmental factors as inputs that may influence project management processes, including cost estimating. See PMI's PMBOK® Guide and Standards and its overview of project cost estimating.

QUESTION NO: 12

Conditions that are not under the control of the project team that influence, direct, or constrain a project are called:

A. Enterprise environmental factors

B. Work performance reports

C. Organizational process assets

D. Context diagrams

ANSWER: A

Explanation:

Enterprise environmental factors is correct. PMI defines enterprise environmental factors as conditions that are outside the direct control of the project team but can influence, constrain, or direct the project. These factors may arise internally or externally to the organization. Examples include organizational culture and structure, available infrastructure and facilities, existing information systems, marketplace conditions, regulatory requirements, industry standards, political climate, and geographic distribution of facilities and resources.

Project teams must identify and consider applicable enterprise environmental factors throughout the project life cycle because they establish the operating context in which project work is planned and performed. For example, a government regulation may constrain a project's design choices or approval process, while an organization's risk tolerance or established governance structure can influence decisions, reporting paths, and resource availability. Although the team can assess these conditions and plan responses to them, it generally cannot change them directly. This distinction is central to PMI's project-management framework and supports effective tailoring of project processes, plans, and stakeholder engagement approaches. See PMI's PMBOK® Guide and Standards overview and the CAPM® certification exam information.

QUESTION NO: 13

Which term describes an assessment of correctness?

A. Accuracy

B. Precision

C. Grade

D. Quality

ANSWER: A

Explanation:

Accuracy is correct because it expresses how closely a measured, reported, or estimated value corresponds to the true or accepted value. In project work, accuracy concerns correctness: for example, whether a recorded cost, schedule date, test result, or measurement reflects the actual condition with minimal error. An accurate measurement is therefore one that is close to the real value being assessed. This distinction matters when project teams define quality-management metrics and acceptance criteria, since stakeholders need to know whether reported information can be relied upon as a correct representation of project performance or deliverable characteristics.

PMI's project-management terminology uses accuracy in this sense, distinguishing the correctness of a measurement from the consistency with which repeated measurements may be obtained. Applying the term accurately helps project practitioners select suitable metrics, define tolerances, and assess whether project data supports sound decisions. PMI provides its standard terminology through the PMI Lexicon of Project Management Terms. The internationally recognized vocabulary for measurement also defines accuracy in relation to agreement with a reference quantity value; see the International Vocabulary of Metrology.

QUESTION NO: 14

What is the number of stakeholders, if the project has 28 potential communication channels?

A. 7

B. 8

C. 14

D. 16

ANSWER: B

Explanation:

8 is correct because the number of potential communication channels among stakeholders is calculated using the formula $n(n - 1) / 2$, where n is the number of stakeholders. This formula counts each unique two-way communication relationship once. Substituting 8 stakeholders produces $8(8 - 1) / 2 = 8 \times 7 / 2 = 28$ potential communication channels. Therefore, a project with 28 potential channels has eight stakeholders.

Communication-channel analysis helps a project manager understand how communication complexity rises as people are added to a project. The relationships do not increase in a simple one-for-one pattern: each additional stakeholder can communicate with every existing stakeholder, creating several new possible paths for information exchange. Identifying this complexity supports appropriate communication planning, including selecting suitable methods, technologies, and communication-management practices so that relevant project information reaches stakeholders effectively. PMI addresses communications management as a project management performance domain and emphasizes tailoring communication approaches to the project environment and stakeholder needs. See PMI's PMBOK® Guide and Standards and the CAPM® certification information page.

QUESTION NO: 15

Project management processes ensure the:

A. alignment with organizational strategy

B. efficient means to achieve the project objectives

C. performance of the project team

D. effective flow of the project throughout its life cycle

ANSWER: D

Explanation:

effective flow of the project throughout its life cycle is correct. PMI defines project management processes as a logically related set of activities performed to achieve a specified project objective. These processes interact through their inputs and outputs and are applied across the project life cycle to organize, integrate, and coordinate project work. Their purpose is not simply to perform isolated management activities; rather, they create an orderly, connected flow from initiating and planning through executing, monitoring and controlling, and closing.

For example, planning processes establish the baselines and supporting plans that guide execution. Execution produces deliverables and work performance data, while monitoring and controlling processes use that information to assess progress, manage changes, and keep the work aligned with approved plans. Closing processes then formally complete the project or phase. This interconnection enables work, decisions, information, and deliverables to move in a controlled and effective manner throughout the life cycle. PMI's standards framework describes the role of process-based project management and its integration with project work. See PMI's PMBOK® Guide and Standards and Process Groups: A Practice Guide.

QUESTION NO: 16

A project team member agrees to change a project deliverable after a conversation with an external stakeholder. It is later discovered that the change has had an adverse effect on another deliverable. This could have been avoided if the project team had implemented:

A. Quality assurance.

B. A stakeholder management plan.

C. Project team building.

D. Integrated change control.

ANSWER: D

Explanation:

Integrated change control is correct because it provides the formal, coordinated process for reviewing change requests and determining their effects across the entire project before authorization and implementation. A change to one deliverable can affect requirements, scope, schedule, cost, quality, resources, risks, procurement, and other related deliverables. Rather than allowing an individual team member to agree to and implement a change informally, the change should be documented, assessed for its integrated impacts, and submitted to the appropriate decision-making authority, such as the project manager or change control board, according to the project's established governance process.

Through this process, the team evaluates the proposed change against baselines and project objectives, identifies downstream consequences, and records the approval decision. Once approved, associated project documents and plans are updated and the implementation is communicated to affected parties. This ensures changes are managed holistically rather than in isolation, which would have exposed the adverse effect on the other deliverable before work proceeded. PMI identifies Perform Integrated Change Control as the process used to review all change requests and manage changes to project deliverables and project documents. See PMI's PMBOK® Guide and Standards and its overview of integrated change control.

QUESTION NO: 17

The total of the planned value (PV) is also known as:

A. work breakdown structure (WBS).

B. schedule target.

C. performance measurement baseline (PMB).

D. earned value baseline.

ANSWER: C

Explanation:

The correct answer is **performance measurement baseline (PMB).** Planned value is the authorized, time-phased budget assigned to work that is scheduled to be performed. When those planned values are aggregated across the project's work and schedule, they form the performance measurement baseline. This baseline is the approved reference against which project performance is measured during execution and control.

The PMB integrates the approved scope, schedule, and cost information into a time-phased plan. It allows the project team to compare the budgeted value of scheduled work with earned value and actual cost, supporting earned value analysis and forecasts. The cumulative planned value at the end of the project represents the project's authorized performance budget, commonly associated with the budget at completion. Establishing and maintaining this baseline enables meaningful measurement of cost and schedule performance throughout the project life cycle.

PMI describes earned value management as a method that integrates scope, schedule, and resources to measure project performance objectively. See PMI's Earned Value Management resources and its PMBOK® Guide and Standards information.

QUESTION NO: 18

Which process develops options and actions to enhance opportunities and reduce threats to project objectives?

A. Identify Risks

B. Control Risks

C. Plan Risk Management

D. Plan Risk Responses

ANSWER: D

Explanation:

Plan Risk Responses is the process that develops response approaches, options, and specific actions to address overall project risk and individual project risks. Its purpose is to increase the likelihood or impact of positive risks (opportunities) while reducing the likelihood or impact of negative risks (threats), thereby protecting and improving achievement of project objectives.

During this process, the project team selects suitable strategies and defines actionable response plans. For threats, these can include avoiding, mitigating, transferring, accepting, or escalating the risk. For opportunities, the team may exploit, enhance, share, accept, or escalate the opportunity. The process also identifies contingency actions, fallback plans where appropriate, risk owners, and triggers that indicate a response should be implemented. The resulting risk response information is incorporated into relevant project management plans and project documents so it can be carried out and monitored throughout the project.

This wording directly aligns with PMI's definition of Plan Risk Responses in the PMBOK Guide process framework. See PMI's PMBOK® Guide and Standards and PMI's overview of project risk management practices.

QUESTION NO: 19

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:

Analogous cost estimating relies on **Expert judgment**. This technique estimates the cost of a current project or activity by comparing it with cost information from similar past projects. The comparison is most useful when the historical work has meaningful similarities in scope, complexity, size, technology, location, and delivery conditions. Because no two projects are identical, knowledgeable experts assess the relevance of the prior project data and apply professional judgment to adjust for material differences, such as inflation, market conditions, scale, or technical complexity.

PMI describes analogous estimating as a form of estimating that uses values or attributes from a previous project to estimate the same measure or parameter for a current project. It is commonly used when detailed information is limited, particularly early in planning, because it can produce an estimate relatively quickly. Its reliability depends substantially on the quality and comparability of historical information and on the expertise used to interpret and tailor that information to the current project. PMI's cost-estimating guidance is covered in the PMBOK® Guide and Standards; see also PMI's overview of project cost estimating.

QUESTION NO: 20

Which activity is an input to the Conduct Procurements process?

A. Organizational process assets

B. Resource availability

C. Perform Integrated Change Control

D. Team performance assessment

ANSWER: A

Explanation:

Organizational process assets is an input to Conduct Procurements because these assets provide the established organizational knowledge, procedures, and records that help a project team obtain seller responses, evaluate proposals, select a seller, and award a contract consistently. Relevant assets can include approved procurement policies, standard procurement document templates, prequalified seller lists, prior procurement files, evaluation guidance, and lessons learned from earlier contracts. Using these resources helps ensure that solicitation and selection activities follow the organization's governance requirements and apply proven practices from previous procurements.

In the predictive procurement framework presented in earlier editions of the PMBOK® Guide, Organizational Process Assets are explicitly identified as an input to Conduct Procurements. They support the practical execution of this process by making reusable procurement information and internal procedures available when the project is engaging potential sellers. PMI describes organizational process assets as plans, processes, policies, procedures, and knowledge bases that influence project work. See PMI's PMBOK® Guide and Standards resources and its overview of organizational process assets.

QUESTION NO: 21

Which Perform Quality Control tool graphically represents how various elements of a system interrelate?

A. Control chart

B. Flowchart

C. Run chart

D. Pareto chart

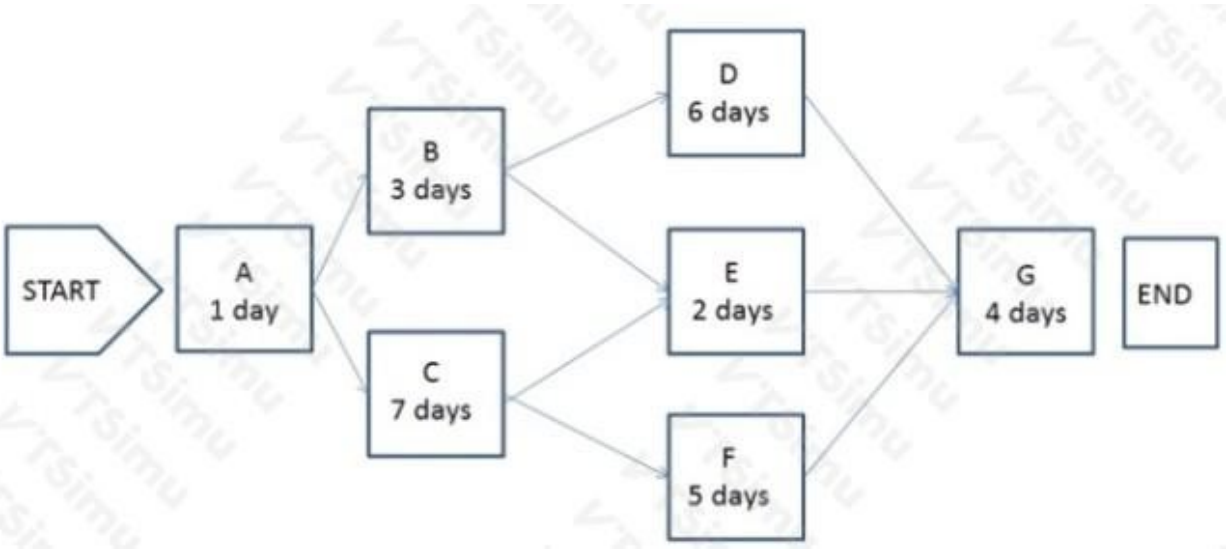
ANSWER: B

Explanation:

Flowchart is correct because it provides a graphical model of a process or system, showing the sequence of activities, decision points, inputs, outputs, and the relationships among its elements. In quality control, the project team can use a flowchart to understand how work moves through a process and how individual steps connect. This visual representation makes it easier to identify dependencies, handoffs, process boundaries, possible rework loops, and areas where defects or variation may arise. The tool is especially useful when the team needs to examine the process that produced a deliverable rather than merely summarize measurements from that process. A flowchart can be created at a high level to show major phases or in greater detail to show operational steps and decisions. The Project Management Institute's standards describe quality management as including activities used to assess project performance and ensure deliverables meet applicable requirements; process visualization supports that assessment. The American Society for Quality similarly defines a flowchart as a picture of the separate steps of a process in sequential order, making it an appropriate tool for depicting system relationships and process flow. See PMI's PMBOK® Guide and Standards and ASQ's Flowchart resource.

QUESTION NO: 22

The following is a network diagram for a project.



The shortest non-critical path for the project is how many days in duration?

A. 10

B. 12

C. 14

D. 16

ANSWER: A

Explanation:

The correct answer is **10** days. A path is a continuous sequence of dependent activities running from the start of the network to its finish. To determine path duration, add the durations of every activity along that particular sequence. The critical path is the longest path through the network and establishes the project's minimum possible duration. A non-critical path is any other complete start-to-finish path; it has schedule flexibility, expressed as float, because its duration is shorter than the critical path's duration.

After calculating the total duration of each complete path shown in the network diagram and excluding the critical path, the smallest remaining path total is 10 days. Therefore, 10 days is the shortest non-critical path duration. This is a path-based calculation, rather than a calculation of an individual activity's float or an activity's early and late dates. PMI's scheduling guidance treats critical-path analysis as a method for identifying logical network paths, determining their durations, and recognizing the path that drives the overall schedule completion date. See PMI's PMBOK® Guide and Standards and its overview of critical-path scheduling concepts.

QUESTION NO: 23

A project manager requesting industry groups and consultants to recommend project intervention is relying on:

A. Communication models.

B. Stakeholder participation.

C. Expert judgment

D. Enterprise environmental factors.

ANSWER: C

Explanation:

Expert judgment is correct because the project manager is seeking recommendations from people or groups with specialized knowledge, experience, training, or recognized expertise relevant to the project situation. Industry groups and consultants can provide informed assessments of conditions, alternatives, likely impacts, and appropriate actions when a project requires intervention. Their input helps the project manager make a sound decision using knowledge that may not be available within the immediate project team or organization.

PMI identifies expert judgment as a commonly used technique across project management processes. It may be obtained from subject matter experts, consultants, professional and technical associations, industry groups, stakeholders, and other individuals or organizations with pertinent expertise. The key feature is not merely that information is communicated or that external conditions exist; it is that knowledgeable sources are being asked to apply their professional expertise to recommend a course of action. In this scenario, the requested recommendation for project intervention is precisely the application of expert judgment. PMI's standards resources describe the broad role of expert judgment in tailoring decisions and applying specialized knowledge throughout project work. See PMI's PMBOK® Guide and Standards and PMI's CAPM® certification information.

QUESTION NO: 24

Which tool or technique is used in the Perform Integrated Change Control process?

A. Decomposition

B. Modeling techniques

C. Resource optimization

D. Meetings

ANSWER: D

Explanation:

Meetings is correct because Perform Integrated Change Control requires project stakeholders and authorized decision makers to evaluate change requests in a coordinated manner. Meetings provide a structured forum for reviewing the requested change, its supporting information, and its potential effects on the project management plan, project documents, baselines, scope, schedule, cost, quality, resources, risks, and benefits. In practice, this commonly occurs through a change control board or another governance group with the authority defined in the project's change management plan. The meeting supports transparent review, discussion, decision making, and communication of whether a change is approved, deferred, rejected, or requires additional analysis. It also helps ensure that approved changes are integrated consistently and that the resulting decisions are documented and communicated to affected stakeholders. PMI identifies meetings as a tool and technique for this process in the PMBOK® Guide process guidance. More broadly, PMI's standards framework emphasizes integrated management and formal control of changes throughout the project life cycle. See PMI's PMBOK® Guide and Standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 25

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 correct. PMI defines a project organization chart as a graphic display of project team members and their reporting relationships. It is a commonly used resource-management artifact that depicts how people are arranged for the project, including the hierarchy of authority and the reporting paths among team members. This visibility helps the project manager and stakeholders understand who is accountable to whom, how communication and escalation can flow, and where individual roles fit in the project's organizational structure. The chart may be formal or informal and can be tailored to the project's size, governance model, and organizational environment. It is particularly useful when the project involves people from several functional areas, vendors, or organizational units, because it makes the project's reporting structure explicit. PMI distinguishes this visual representation from documents that describe responsibilities in detail: a responsibility assignment matrix, for example, connects work-package activities with assigned resources, whereas a project organization chart focuses specifically on team members and reporting relationships. See PMI's overview of project resource management in Project Resource Management and the PMI glossary entry for Project organization chart.

QUESTION NO: 26

Which of the following is an input to Control Scope?

A. Project schedule

B. Organizational process assets updates

C. Project document updates

D. Work performance information

E. Work performance data

ANSWER: E

Explanation:

Work performance data is an input to Control Scope. Control Scope is the process of monitoring the status of the project and product scope and managing changes to the scope baseline. To perform this monitoring, the project team needs raw observations and measurements about work that has been performed, such as completed deliverables, actual results, and information gathered during execution. These unprocessed facts are work performance data.

The Control Scope process analyzes that data against the approved scope baseline and requirements-related information to determine the current scope status. Its analysis produces work performance information, which communicates interpreted results such as the extent of scope completion, variance information, and whether scope changes require action through integrated change control. Therefore, "work performance information" is a result of the process rather than the required raw input; the precise PMI input term is "work performance data." This distinction between data and analyzed information is important for CAPM process questions. PMI describes its standards and process-based project management guidance at PMI Standards and PMBOK® Guide and maintains project-management terminology in its PMI Lexicon of Project Management Terms.

QUESTION NO: 27

A required input for Create WBS is a project:

A. quality plan.

B. schedule network.

C. management document update.

D. scope statement.

ANSWER: D

Explanation:

The correct answer is **scope statement.** In PMI's scope-management framework, the project scope statement is a required input to the Create WBS process. It documents the project scope, including the product scope description, deliverables, acceptance criteria, exclusions, assumptions, and constraints. Create WBS uses this approved scope information to decompose the total project scope into smaller, manageable components. This decomposition produces a hierarchical representation of the work required to deliver the project's authorized outcomes; the lowest-level components are work packages that can be estimated, assigned, monitored, and controlled. Because the WBS must represent the complete approved scope rather than an early scheduling or quality-planning view, the project scope statement provides the essential basis for determining what work belongs in the WBS. The scope baseline is then formed from the project scope statement, WBS, and WBS dictionary, supporting later validation and control of scope. PMI describes the WBS as a key scope-management artifact in its foundational standards and PMBOK guidance. See PMI's PMBOK Guide and Standards and its Standards and Publications resources.

QUESTION NO: 28

The chart below is an example of a:

ID	Requirements Description	Project Objectives	WBS Deliverables	Product Design	Product Development	Test Cases
001						
002						
003						

A. Responsibility assignment matrix (RAM)

B. Work breakdown structure (WBS)

C. RACI chart

D. Requirements traceability matrix

ANSWER: D

Explanation:

The chart is a **Requirements traceability matrix**. This project artifact is a structured table used to link each requirement to relevant information throughout the project life cycle. Typical fields include a unique requirement identifier, description, business need or source, priority, acceptance criteria, owner, associated deliverables, and status. By maintaining these connections, the project team can confirm that approved requirements are addressed in project work and can demonstrate whether they have been validated or fulfilled.

PMI describes requirements traceability as the ability to trace requirements from their origin through development and implementation. The requirements traceability matrix supports scope control by making the effect of a proposed requirement change visible, helping the team identify affected deliverables, documentation, testing, and stakeholder expectations. It is created as part of requirements documentation and updated as requirements are approved, changed, verified, and validated. In a CAPM context, recognizing this format is important because it connects stakeholder needs to measurable project

outcomes and supports confirmation that the delivered result meets documented requirements. See PMI's PMI Lexicon of Project Management Terms and its standards and guides overview.

QUESTION NO: 29

What tool and technique is used to determine whether work and deliverables meet requirements and product acceptance criteria?

A. Decomposition

B. Benchmarking

C. Inspection

D. Checklist analysis

ANSWER: C

Explanation:

Inspection is the correct tool and technique because it involves examining, measuring, testing, or otherwise verifying completed project work and deliverables to determine whether they conform to documented requirements and product acceptance criteria. In PMI practice, inspection is used as part of validating scope, where the customer or sponsor formally accepts completed deliverables. The inspection may take forms appropriate to the product, including reviews, walkthroughs, audits, tests, or physical examination. Its purpose is to establish objective evidence that the deliverable meets the acceptance criteria defined in the scope baseline and requirements documentation before acceptance is obtained. This makes inspection especially relevant when a project team needs to confirm that completed work is complete, correct, and fit for formal acceptance. PMI identifies inspection as a data-gathering technique used in the Validate Scope process. See PMI's overview of scope management at PMI: Project Scope Management and the CAPM examination content outline at PMI: CAPM Examination Content Outline.

QUESTION NO: 30

When painting a bedroom, preparing the walls can be done while the paint is being chosen. This is an example of a:

A. lead

B. lag

C. mandatory dependency

D. internal dependency

ANSWER: A

Explanation:

lead is correct because a lead allows a successor activity to begin before its predecessor has completely finished. In this example, wall preparation begins while paint selection is still in progress, so the two activities overlap rather than occurring entirely in sequence. This is commonly represented in schedule network logic as a finish-to-start relationship with a lead: although choosing paint logically precedes completing the painting work, preparation can start before the paint-choice activity is fully complete. Used appropriately, leads can shorten the overall project schedule by allowing work that does not require the predecessor's final output to proceed in parallel. The project team should confirm that the overlap is practical and does not create rework or quality issues—for example, wall preparation does not depend on knowing the exact paint color. PMI scheduling guidance recognizes leads and lags as adjustments applied to logical relationships between activities, helping project managers model realistic sequencing and optimize schedule development. See PMI's Practice Standard for Scheduling and the PMI Lexicon of Project Management Terms.

QUESTION NO: 31

Impacts to other organizational areas, levels of service, and acceptance criteria are typical components of which document?

A. Business case

B. Work breakdown structure

C. Requirements documentation

D. Risk register

ANSWER: C

Explanation:

Requirements documentation is correct because it records the requirements that a project's deliverable, service, or result must satisfy, in sufficient detail to support planning, execution, validation, and control. This documentation brings together several categories of requirements, including stakeholder, solution, transition, project, quality, and acceptance requirements. In particular, it can identify impacts on other organizational areas or external entities, such as operational groups that must support the resulting product or service. It also captures required service levels, which are measurable expectations for attributes such as availability, capacity, response time, reliability, or support. Acceptance criteria belong in requirements documentation because they define the conditions that must be met for stakeholders or customers to formally accept a deliverable. Documenting these items creates a shared and traceable basis for defining scope and later validating completed deliverables. PMI describes requirements documentation as an output of the Collect Requirements process and notes that it may include business, stakeholder, solution, transition, project, quality, and acceptance requirements. See PMI's overview of project requirements at PMI: Collecting Requirements for Project Success and the PMBOK® Guide resources.

QUESTION NO: 32

The following is a network diagram for a project.

The total float for the project is how many days?

A. 5

B. 9

C. 12

D. 14

ANSWER: B

Explanation:

The correct answer is **9** days. In the critical path method, total float is the amount of time an activity or path can be delayed without delaying the project's required completion date. It is determined from the network schedule by calculating the difference between late and early dates: either late start minus early start or late finish minus early finish. For a noncritical path, the path's total float can also be determined by comparing its duration with the critical-path duration, provided both paths have the same start and finish constraints. A result of 9 days means the relevant path or work sequence has nine calendar or working days of scheduling flexibility before that delay would affect the project finish date. The critical path itself has zero total float under the usual unconstrained CPM convention; therefore, identifying 9 days requires the forward-pass and backward-pass values shown in the referenced network diagram. PMI describes schedule network analysis as a technique used to calculate schedule information, including early and late dates and float, from logical relationships and durations. See the PMI PMBOK® Guide and Standards overview and PMI's discussion of critical-path scheduling concepts.

QUESTION NO: 33

The procurement process that documents agreements and related documentation for future reference is known as:

A. Plan Procurements.

B. Control Procurements.

C. Close Procurements.

D. Conduct Procurements.

ANSWER: C

Explanation:

Close Procurements is correct because, in the traditional PMI procurement-management process framework, it formally completes each procurement agreement and preserves the resulting records. This work includes confirming that contractual obligations have been completed, resolving any remaining administrative matters, and organizing the procurement file for retention. The retained documentation can include the agreement, approved changes, acceptance and performance records, correspondence, payment information, and closure records. Maintaining this complete record provides an auditable history of the procurement and makes relevant contractual information available for organizational learning, future procurements, compliance needs, and potential post-project reference.

Procurement closure also supports overall project closure because externally acquired goods or services must be formally accepted and the contractual relationship must be concluded before related project records can be finalized. PMI's standards describe procurement management as the practices used to obtain products, services, or results from outside the project team, with appropriate documentation and governance throughout the acquisition life cycle. See PMI's PMBOK® Guide and Standards and the CAPM® certification information for PMI's current standards and examination context.

QUESTION NO: 34

Projects are undertaken by an organization to support the:

A. Product performance.

B. Budget process.

C. Collective capabilities.

D. Organizational strategy.

ANSWER: D

Explanation:

Organizational strategy. Projects are temporary endeavors that organizations initiate to create value and help achieve strategic objectives. Strategy establishes the organization's desired direction, including its mission, vision, goals, competitive position, and priorities. Projects translate that direction into tangible outcomes, such as new products, service improvements, regulatory-compliance capabilities, process changes, or infrastructure upgrades. Project selection and prioritization therefore should be aligned with the organization's strategic plan and value-delivery objectives, so that limited funding, people, and time are invested in work that advances intended business outcomes. PMI describes projects as vehicles for delivering value and emphasizes that organizational strategy provides the context in which projects, programs, and portfolios are evaluated and pursued. This strategic alignment also helps project managers understand the business rationale for their work and make decisions consistent with the benefits the organization expects to realize. See PMI's overview of project management and its guidance on portfolio management, which addresses selecting and managing work in alignment with strategic objectives.

QUESTION NO: 35

Tools and techniques used for Plan Communications include the communication:

A. communication requirements analysis, communication technology, communication models, and communication methods.

B. methods, stakeholder register, communication technology, and communication models.

C. requirements, communication technology, communication requirements analysis, and communication methods.

D. management plan, communication technology, communication models, and communication requirements analysis.

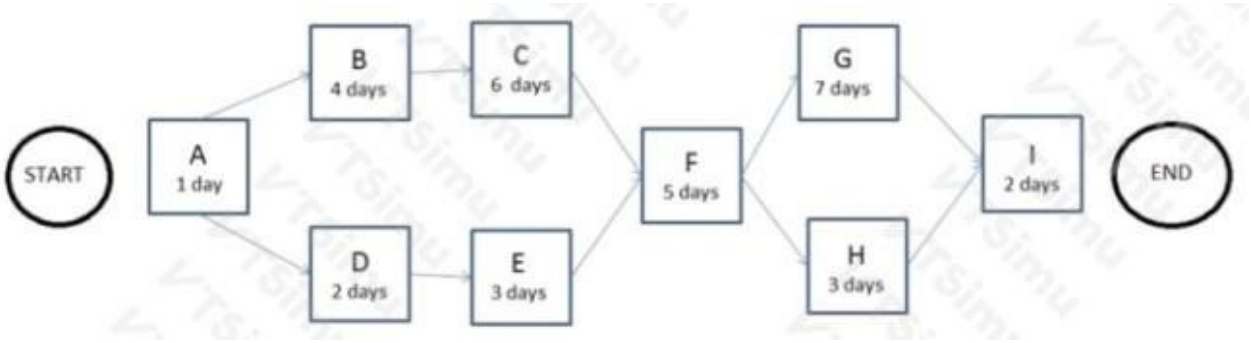
ANSWER: A

Explanation:

The correct completion is “communication requirements analysis, communication technology, communication models, and communication methods.” In the PMBOK® Guide process traditionally titled Plan Communications Management, these are core tools and techniques for determining how project information will be created, collected, distributed, stored, retrieved, and monitored. Communication requirements analysis identifies the information needs of stakeholders, including what information is needed, who needs it, when it is needed, and in what format. Communication technology helps the project manager select suitable platforms and channels based on factors such as urgency, availability, security, and the project environment. Communication models support clear encoding, transmission, receipt, and interpretation of messages among participants. Communication methods establish the appropriate approach for information exchange, such as interactive communication, push communication, or pull communication. Together, these practices provide the analytical and practical basis for planning effective project communications and documenting the resulting communications management approach. PMI’s standards describe communications planning as tailoring communication practices to stakeholder needs and the project context. See PMI’s PMBOK® Guide and Standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 36

The following is a network diagram for a project.



What is the critical path for the project?

A. A-B-C-F-G-I

B. A-B-C-F-H-I

C. A-D-E-F-G-I

D. A-D-E-F-H-I

ANSWER: A

Explanation:

A-B-C-F-G-I is the critical path because it is the continuous sequence of dependent activities in the network with the longest total duration. In critical path method analysis, the project’s planned completion date is determined by this longest path from the start activity to the finish activity. The activities on this sequence have zero total float: delaying any one of them delays the completion of the entire project unless corrective action is taken. The path follows the network logic from A through B and C, converges at F, continues through G, and finishes at I. Identifying this path allows the project manager to focus monitoring, schedule control, and mitigation efforts on the work that directly determines the project finish date. PMI describes schedule network analysis as a technique used to analyze activity sequences, durations, resource requirements, and schedule constraints in order to create the project schedule model. Critical path analysis is a central application of that network analysis. See PMI’s PMBOK® Guide and Standards and its critical path method scheduling guidance.

QUESTION NO: 37

Which of the following is a tool or technique used in the Determine Budget process?

A. Variance analysis

B. Three-point estimating

C. Bottom-up estimating

D. Historical relationships

ANSWER: D

Explanation:

Historical relationships is a tool and technique used in the Determine Budget process. This technique uses cost information from prior projects, together with measurable relationships among project variables, to support development of the overall project budget. For example, an organization may use costs from similar completed projects, adjusted for differences in scope, size, location, complexity, inflation, or resource rates, to validate and refine budget expectations.

Determine Budget focuses on aggregating estimated costs for activities or work packages and establishing an authorized cost baseline. Historical information can provide a useful basis for checking whether the resulting budget is realistic and consistent with organizational experience. It is especially valuable when reliable records exist for comparable work and when the relationship between project characteristics and cost is sufficiently stable. PMI's traditional process-based guidance identifies historical relationships among the techniques that support budget determination, alongside practices such as cost aggregation and reserve analysis. This reflects the broader project management principle that estimates and budget decisions should be informed by relevant organizational knowledge and past performance data.

For PMI's standards and practice resources, see PMBOK® Guide and Standards and PMI's cost-estimating resources.

QUESTION NO: 38

What is a deliverable-oriented, hierarchical decomposition of the work to be executed to accomplish the project objectives and create the required deliverables?

A. Organizational breakdown structure (OBS)

B. Work performance information

C. Work package

D. Work breakdown structure (WBS)

ANSWER: D

Explanation:

The correct answer is **Work breakdown structure (WBS)**. PMI defines a WBS as a deliverable-oriented hierarchical decomposition of the total scope of work that the project team must perform to achieve the project objectives and produce the required deliverables. It organizes the complete project scope into progressively more detailed levels, making the work easier to plan, estimate, assign, monitor, and control.

The WBS is a foundational part of scope management because it establishes a structured view of everything included in the project. Its lowest-level components, called work packages, represent units of work that can be estimated for cost and duration, assigned to responsible parties, and tracked during project execution. By decomposing deliverables into manageable components, the WBS also supports development of the schedule, budget, resource plans, and project performance baseline. PMI's description of the WBS is reflected in its standards for project scope and planning practices. See PMI's PMBOK® Guide and Standards resources and its overview of work breakdown structures.

QUESTION NO: 39

Which of the following response strategies are appropriate for negative risks or threats?

A. Share, Accept, Transfer, or Mitigate

B. Exploit, Enhance, Share, or Accept

C. Mitigate, Share, Avoid, or Accept

D. Avoid, Mitigate, Transfer, or Accept

ANSWER: D

Explanation:

Avoid, Mitigate, Transfer, or Accept is correct because these are PMI's standard response strategies for threats, also called negative risks. Risk avoidance changes the project management plan or scope so that the threat is eliminated or its condition is no longer present. Mitigation reduces either the probability of the threat occurring or its potential impact to an acceptable threshold. Transfer shifts ownership of the threat and its consequences to a third party, such as through insurance, warranties, performance bonds, or contractual arrangements; the project team still remains responsible for monitoring the transferred risk. Acceptance is appropriate when the team elects not to take proactive action beyond monitoring the risk, potentially documenting a contingency reserve or contingency plan for use if the threat occurs. Selecting among these strategies depends on the threat's probability, impact, urgency, risk appetite, and the cost-effectiveness of the planned response. These strategies are planned and documented as part of project risk management so that risk owners can implement and monitor the agreed actions throughout the project. PMI distinguishes these threat responses from opportunity-response strategies in its risk management guidance. See PMI's risk management strategy overview and the PMBOK® Guide and Standards.

QUESTION NO: 40

The process of identifying and documenting project roles, responsibilities, required skills, and reporting relationships and creating a staffing management plan is known as:

A. Develop Project Team.

B. Manage Project Team.

C. Acquire Project Team.

D. Plan Human Resource Management.

ANSWER: D

Explanation:

Plan Human Resource Management is correct because it is the process that establishes how project personnel will be organized, managed, and staffed. Its purpose is to identify the roles needed for the project, define each person's responsibilities and required competencies, establish reporting relationships, and document the approach for acquiring, developing, managing, and releasing team members. The resulting human resource management plan, including the staffing management plan, provides the basis for assigning people to project work and clarifying accountability throughout the project life cycle. This wording reflects the terminology used in earlier editions of PMI's PMBOK® Guide, where project resource planning was called human resource management. In current PMI terminology, the comparable planning concept is addressed within project resource management; however, for the process name and description used in this question, Plan Human Resource Management is the precise match. PMI's standards resources describe the PMBOK Guide as the foundational reference for project-management principles and practices: PMI PMBOK® Guide and Standards. Additional PMI information on the project-management profession and its standards is available at PMI Standards.

QUESTION NO: 41

The correct equation for schedule variance (SV) is earned value:

A. minus planned value [EV - PV].

B. minus actual cost [EV - AC].

C. divided by planned value [EV/PV],

D. divided by actual cost [EV/AC].

ANSWER: A

Explanation:

The correct completion is “minus planned value [EV - PV].” In earned value management (EVM), schedule variance (SV) measures schedule performance in cost units by comparing the value of work actually completed—earned value (EV)—with the budgeted value of work that was planned to be completed by the status date—planned value (PV). The formula is SV = EV − PV. A positive result indicates that more work has been accomplished than was planned at that point in time, while a negative result indicates that less work has been accomplished than planned. A result of zero means completed work aligns with the plan at the measurement date. PMI’s EVM terminology distinguishes this schedule-performance measure from cost performance and from efficiency indices; it is specifically a variance, so it is calculated as a difference rather than a ratio. The calculation supports objective assessment of schedule status using the approved performance measurement baseline and helps project managers identify whether corrective action or forecasting updates may be needed. See the PMI PMBOK® Guide and Standards resources and the U.S. Department of Energy’s Earned Value Management System overview.

QUESTION NO: 42

Which type of management focuses on ensuring that projects and programs are reviewed to prioritize resource allocation?

A. Project

B. Functional

C. Program

D. Portfolio

ANSWER: D

Explanation:

Portfolio management is correct because it centrally manages a collection of projects, programs, subsidiary portfolios, and operations to achieve an organization’s strategic objectives. A key portfolio-management responsibility is evaluating and prioritizing components so that limited organizational resources—such as funding, people, equipment, and capacity—are allocated to the work with the greatest strategic value. This review is continuous: portfolio leaders assess component performance, alignment with strategy, risks, expected benefits, and changing organizational priorities. Based on those assessments, they may authorize, defer, reprioritize, rebalance, or terminate projects and programs. This differs from managing the delivery of one temporary endeavor or coordinating closely related projects for shared benefits; the portfolio perspective emphasizes selecting and balancing investments across the organization. PMI describes portfolio management as the coordinated management of portfolios to achieve organizational strategies and objectives, including prioritizing and allocating resources among portfolio components. See PMI’s overview of portfolio management and its The Standard for Portfolio Management.

QUESTION NO: 43

Which defines the portion of work included in a contract for items being purchased or acquired?

A. Procurement management plan

B. Evaluation criteria

C. Work breakdown structure

D. Procurement statement of work

ANSWER: D

Explanation:

The **Procurement statement of work** defines the portion of the project work that will be included in a contract and performed by an external seller. It describes the procurement's scope in sufficient detail for prospective sellers to determine whether they can provide the required product, service, or result, and to prepare an appropriate response. Depending on the type of procurement, it may identify required deliverables, specifications, quantities, quality requirements, performance expectations, acceptance criteria, schedules, locations, and other applicable requirements. The procurement statement of work should be clear, complete, and aligned with the project scope so that both the buyer and seller share a common understanding of what is being acquired and what contractual performance will be expected. PMI describes the procurement statement of work as part of the procurement documentation used to communicate the requirements for the work to be procured. This makes it the contract-focused definition of the work being purchased or acquired. For additional PMI procurement terminology and standards context, see PMI Standards and PMBOK® Guide and PMI's procurement management resources.

QUESTION NO: 44

Which Knowledge Areas include processes from the Closing Process Group?

A. Project Quality Management and Project Time Management

B. Project Scope Management and Project Risk Management

C. Project Stakeholder Management and Project Cost Management

D. Project Integration Management and Project Procurement Management

ANSWER: D

Explanation:

Project Integration Management and Project Procurement Management is correct. In the predictive process-group mapping used in PMI's traditional PMBOK-based framework, the Closing Process Group contains the work needed to formally finish a project, phase, or procurement relationship. The integration-focused closing process is *Close Project or Phase*. It formally concludes project or phase activities, confirms that planned work has been completed, transitions deliverables as appropriate, captures lessons learned and other project information, and releases relevant resources. Because it coordinates formal completion across the project as a whole, it belongs to Project Integration Management.

The procurement-focused closing process is *Close Procurements*. This process completes each procurement, including confirming that contractual obligations have been satisfied, finalizing records, and closing the contractual relationship in accordance with the agreement and organizational procedures. It belongs to Project Procurement Management. Thus, these are the two Knowledge Areas represented in the Closing Process Group. PMI describes process groups as a way to organize project-management processes and identifies closing as the group used to formally complete a project or phase. See PMI's Process Groups resource and its PMBOK Guide and Standards overview.

QUESTION NO: 45

Which input to the Manage Stakeholder Engagement process is used to document changes that occur during the project?

A. Issue log

B. Change log

C. Expert judgment

D. Change requests

ANSWER: B

Explanation:

Change log is correct because it records changes that occur throughout the project, including their status and relevant details. In Manage Stakeholder Engagement, the project manager uses this documented history to understand changes that may affect stakeholders, such as approved modifications to project plans, deliverables, requirements, or stakeholder-related approaches. Maintaining visibility into these changes helps the project manager engage stakeholders using current information, communicate impacts appropriately, and adjust engagement activities when necessary. PMI identifies project documents, including the change log, as inputs to this process. The change log supports traceability by providing a consolidated record of changes and their progression, enabling the team to assess how evolving project conditions influence stakeholder expectations and relationships. This is particularly important because stakeholder engagement is monitored and adapted across the project life cycle rather than treated as a one-time activity. PMI's process framework describes Manage Stakeholder Engagement as the process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate involvement. See the PMBOK® Guide and Standards overview and PMI's stakeholder management resources.

QUESTION NO: 46

A large portion of a projects budget is typically expended on the processes in which Process Group?

A. Executing

B. Planning

C. Monitoring and Controlling

D. Closing

ANSWER: A

Explanation:

Executing is correct because this Process Group is where the project team performs the work defined in the project management plan to produce the project's deliverables. It commonly consumes the largest share of the project budget because expenditures for labor, materials, equipment, vendors, facilities, and implementation activities generally occur while deliverables are being created. Planning establishes the approach, baselines, and management plans that guide this work, but it does not usually involve the full level of resource consumption needed to build, configure, test, or otherwise develop the product, service, or result. PMI describes Executing as the group of processes used to complete the work defined in the project management plan and satisfy project requirements. Since the project's planned resources are acquired, directed, managed, and used primarily while this work is performed, substantial project spending is normally associated with Executing. The exact distribution of spending can vary by project type and delivery approach, but PMI's process-group model identifies execution as the central period in which the planned project work is carried out. See PMI's Process Groups: A Practice Guide and its overview of project management.

QUESTION NO: 47

What is the cost performance index (CPI) if the earned value (EV) is $90,000 and the actual cost (AC) is $120,000?

A. 0.75

B. 1.00

C. 1.33

D. 2.10

ANSWER: A

Explanation:

The correct answer is **0.75**. The cost performance index measures cost efficiency by comparing the value of work completed with the actual cost incurred. The formula is CPI = EV ÷ AC. Therefore, CPI = $90,000 ÷ $120,000 = 0.75.

A CPI below 1.00 indicates that the project is getting less value from completed work than the amount spent and is therefore over budget for the work performed. A CPI of 1.00 indicates cost performance exactly in line with the plan, while a CPI greater than 1.00 indicates favorable cost performance. See PMI's PMBOK® Guide and Standards.

QUESTION NO: 48

Which of the following is an output of Define Scope?

A. Project scope statement

B. Project charter

C. Project plan

D. Project schedule

ANSWER: A

Explanation:

Project scope statement is an output of the Define Scope process. Define Scope develops a detailed description of the project and product boundaries, building on the high-level information initially authorized in the project charter. The resulting project scope statement documents the scope in sufficient detail to support subsequent planning and control. It normally includes the product scope description, project deliverables, acceptance criteria, exclusions, and other information needed to establish a shared understanding of what the project will deliver and what is outside its boundaries.

This output is particularly important because it provides the basis for creating the work breakdown structure and for validating and controlling scope throughout the project. PMI identifies the project scope statement as an output of Define Scope in the Scope Management knowledge area. The project charter instead formally authorizes the project early in integration management, while detailed schedule development occurs later after scope has been decomposed into manageable work.

See PMI's overview of project scope management in the PMBOK® Guide and Standards and PMI's project scope management resources.

QUESTION NO: 49

In which Project Management Process Group is the project charter developed?

A. Monitoring and Controlling

B. Executing

C. Initiating

D. Planning

ANSWER: C

Explanation:

The project charter is developed in the **Initiating** Process Group. In PMI's project management framework, the charter is the formal document that authorizes the project and gives the project manager authority to apply organizational resources to project activities. It establishes the project at a high level by documenting its purpose, measurable objectives, high-level requirements, assumptions, constraints, major risks, key stakeholders, and approval requirements. Creating this authorization early ensures that the work has a recognized business basis and sponsorship before detailed planning begins. The charter is typically issued or approved by the project sponsor, although the project manager may help develop it. Because it formally begins the project or phase and establishes its initial direction, it is an Initiating Process Group activity.

PMI describes the project charter as a key authorization document in its foundational project management guidance and CAPM examination content. See PMI's PMBOK® Guide and Standards and the CAPM® certification overview.

QUESTION NO: 50

Which type of contract gives both the seller and the buyer flexibility to deviate from performance with financial incentives?

A. Cost Plus Incentive Fee (CPIF)

B. Fixed Price Incentive Fee (FPIF)

C. Cost Plus Award Fee (CPAF)

D. Time and Material (T&M)

ANSWER: B

Explanation:

Fixed Price Incentive Fee (FPIF) is correct because it establishes a fixed-price arrangement while incorporating a pre-agreed incentive structure that links compensation to defined performance objectives, such as cost, schedule, or technical performance. The parties establish a target cost, target profit, price ceiling, and a share ratio for cost variances. This creates flexibility: when actual performance deviates from the target in a favorable or unfavorable direction, the buyer and seller share the financial effect according to the contract's incentive formula. The seller therefore has a direct financial motivation to manage costs efficiently and achieve the agreed performance targets, while the buyer retains price protection through the ceiling price. If costs exceed that ceiling, the seller generally assumes responsibility for additional costs. PMI identifies fixed-price incentive fee contracts as fixed-price agreements that allow buyer and seller flexibility from performance through financial incentives tied to agreed metrics. This balance of predictable pricing, measurable objectives, and shared incentive consequences is the defining feature described in the question. See PMI's discussion of fixed-price incentive-fee contracts and the PMBOK® Guide and PMI standards resources.

QUESTION NO: 51

A tool and technique used during the Perform Qualitative Risk Analysis process is:

A. risk data quality assessment.

B. variance and trend analysis.

C. data gathering and representation techniques.

D. risk audits.

ANSWER: A

Explanation:

risk data quality assessment. is a tool and technique for Perform Qualitative Risk Analysis. Qualitative analysis prioritizes individual project risks by assessing their probability of occurrence, potential impact, and other relevant characteristics so that the project team can focus attention on the risks that matter most. The usefulness of those prioritization results depends on the quality of the underlying risk information. A risk data quality assessment evaluates characteristics such as the accuracy, reliability, completeness, timeliness, and integrity of the data used to assess risks. It can also consider whether the available information is sufficiently clear and credible for the team to assign probability and impact ratings with confidence. Where data quality is weak, the team may identify a need for further information before relying on a risk's qualitative ranking. This supports more dependable risk prioritization and strengthens subsequent risk-response planning. PMI identifies risk data quality assessment among the tools and techniques associated with qualitative risk analysis in its project risk-management guidance. See PMI's PMBOK® Guide and Standards resources and the PMI article on project risk management practice.

QUESTION NO: 52

Which of the following consists of the detailed project scope statement and its associatedWBSand WBS dictionary?

A. Scope plan

B. Product scope

C. Scope management plan

D. Scope baseline

ANSWER: D

Explanation:

The correct answer is **Scope baseline**. In PMI project scope management, the scope baseline is the approved version of the project scope that provides the reference point for executing, monitoring, controlling, and formally managing scope changes. It comprises three integrated components: the project scope statement, the work breakdown structure (WBS), and the WBS dictionary. The detailed project scope statement defines the project's scope, deliverables, acceptance criteria, exclusions, assumptions, and constraints. The WBS hierarchically decomposes the total project work into manageable components, while the WBS dictionary supplies detailed descriptive information for those components, such as deliverables, activities, milestones, acceptance criteria, and related details. Together, these items establish a common, authorized understanding of what work is included in the project and provide the foundation for controlling scope throughout the project life cycle. Once approved, modifications to this baseline are evaluated and handled through the project's integrated change control process. PMI identifies the scope baseline as a key basis for measuring and controlling project performance. See PMI's overview of project scope management at PMI Project Scope Management and its CAPM certification reference page at PMI CAPM Certification.

QUESTION NO: 53

Which risk management strategy seeks to eliminate the uncertainty associated with a particular upside risk by ensuring that the opportunity is realized?

A. Enhance

B. Share

C. Exploit

D. Accept

ANSWER: C

Explanation:

Exploit is the opportunity-response strategy that seeks to ensure a beneficial uncertain event occurs. PMI describes exploiting an opportunity as acting to eliminate the uncertainty associated with that opportunity by making its occurrence definite. The project team proactively changes conditions or takes decisive action so the positive outcome will be realized, rather than merely increasing its probability or potential benefit. For example, if early access to a scarce specialist would create a valuable schedule advantage, the team could secure that specialist through a firm assignment or contract. This directly commits the project to the opportunity and aims to guarantee the favorable result. Opportunity responses are selected according to the project's objectives, constraints, and the value of the potential benefit, then incorporated into relevant project plans and monitored as risk work proceeds. PMI identifies exploit as a core response approach for opportunities in its project risk management guidance. See PMI's overview of positive risk and opportunity management and the PMBOK® Guide and PMI standards resources.

QUESTION NO: 54

Which Project Time Management process includes bottom-up estimating as a tool or technique?

A. Estimate Activity Resources

B. Sequence Activities

C. Estimate Activity Durations

D. Develop Schedule

ANSWER: A

Explanation:

Estimate Activity Resources is correct because bottom-up estimating is a technique used to determine the types and quantities of resources needed for each scheduled activity. The project team estimates resource requirements at a detailed level for individual work packages or activities, then aggregates those estimates upward to establish the total resources required for the project. This detailed approach is especially useful when activities are sufficiently defined and reliable estimates can be developed from the work itself. The resulting activity resource requirements support later planning, including estimating durations and developing the schedule, because the availability, capability, and quantity of assigned resources can affect how long work will take. In the PMBOK framework, Estimate Activity Resources was included within Project Time Management in earlier editions, which is the terminology used by this question; in current PMI standards, resource-estimation practices are addressed within project resource management. PMI's standards overview describes the evolution and application of its project management standards at PMI Standards and PMBOK Guide. Additional PMI guidance on estimating project resources is available at PMI Resource Estimation guidance.

QUESTION NO: 55

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 degree of uncertainty that an organization or other entity is willing to accept in pursuit of anticipated value or reward. It expresses the broad, strategic level of risk the entity is prepared to take while pursuing its objectives. In project management, understanding the sponsoring organization's risk appetite helps the project manager tailor risk-management activities, make decisions that align with organizational expectations, and recommend an appropriate balance between opportunities, threats, costs, and expected benefits. For example, an organization with a high appetite for innovation may accept greater uncertainty to pursue a potentially valuable new technology, while one with a low appetite may favor more predictable approaches. PMI distinguishes this overall willingness to accept uncertainty from more specific limits or thresholds used to assess individual risks and trigger action. The terminology supports consistent communication with stakeholders about the organization's desired exposure to uncertainty and the project's approach to risk. See PMI's overview of project risk management in the Practice Standard for Project Risk Management and PMI's standards and publications resources.

QUESTION NO: 56

What is the definition of Direct and Manage Project Execution?

A. Integrating all planned activities

B. Performing the activities included in the plan

C. Developing and maintaining the plan

D. Execution of deliverables

ANSWER: B

Explanation:

Performing the activities included in the plan is correct because Direct and Manage Project Execution, the terminology used in earlier PMI process-based editions, concerns carrying out the work defined in the project management plan in order to accomplish the project's objectives. It is where the project team uses the approved plans and assigned resources to produce project deliverables, apply approved changes, manage project knowledge, and generate work-performance data. The emphasis is on doing the authorized project work, rather than merely creating, updating, or coordinating the plans that guide that work.

In current PMI terminology, this concept is represented by the process called Direct and Manage Project Work. PMI defines it as leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives. Therefore, performing the planned activities is the concise definition that most directly captures the purpose of the execution/work-management process. The project management plan provides the basis for this work, while the resulting deliverables and performance information provide evidence that the planned work is being carried out. See PMI's Project Management Lexicon and PMBOK® Guide standards information.

QUESTION NO: 57

Work performance information and cost forecasts are outputs of which Project Cost Management process?

A. Estimate Costs

B. Plan Cost Management

C. Determine Budget

D. Control Costs

ANSWER: D

Explanation:

Control Costs is correct. This process is performed throughout the project to monitor the status of project costs, manage changes to the cost baseline, and keep spending aligned with the authorized budget. It evaluates actual cost performance against planned performance, commonly using earned value management measures such as cost variance and cost performance index. The analysis produces work performance information, which communicates the meaning and significance of cost-performance results for decision-making and reporting. It also produces cost forecasts, including estimates of the expected final project cost, such as estimate at completion. These forecasts enable the project manager and stakeholders to understand likely budget outcomes early enough to take corrective action or formally update plans when justified. PMI identifies both work performance information and cost forecasts as outputs of the Control Costs process in the Project Cost Management knowledge area. See PMI's overview of project cost management and its PMBOK® Guide and Standards resources.

QUESTION NO: 58

Ensuring that both parties meet contractual obligations and that their own legal rights are protected is a function of:

A. Conduct Procurements.

B. Close Procurements.

C. Administer Procurements,

D. Plan Procurements.

ANSWER: C

Explanation:

Administer Procurements is correct because this process governs the buyer-seller relationship after a contract has been awarded. Its purpose includes managing procurement relationships, monitoring the supplier's contract performance, and ensuring that the contract is performed in accordance with its stated terms and conditions. This ongoing administration confirms that each party fulfills its contractual commitments, including deliverables, payments, compliance requirements, changes, claims, and dispute-related responsibilities.

Protecting legal rights is an essential element of contract administration because project records, formal communications, inspections, acceptance decisions, and approved contract changes establish evidence of whether contractual obligations have been met. The project manager and procurement personnel use these controls to administer the agreement fairly and to preserve the organization's contractual position throughout performance. In current PMI terminology, the related work is generally addressed under procurement management and contract control activities; older PMI process terminology commonly calls this work "Administer Procurements." PMI's standards framework recognizes procurement as a project-management performance area, while PMI's CAPM certification overview identifies predictive project-management concepts as part of the examination's scope. See PMI's Standard for Project Management and PMI's CAPM certification page.

QUESTION NO: 59

Which of the following is an input to Develop Human Resource Plan?

A. Team performance assessment

B. Roles and responsibilities

C. Staffing management plan

D. Enterprise environmental factors

ANSWER: D

Explanation:

Enterprise environmental factors is an input to the Develop Human Resource Plan process. This question uses terminology from earlier editions of PMI's PMBOK® Guide, in which the process established how project roles, responsibilities, reporting relationships, and staffing would be planned and managed. Enterprise environmental factors are conditions internal or external to the organization that can influence this planning. Relevant examples include the organization's culture and structure, personnel administration policies, labor-market conditions, existing human-resource practices, and the geographic dispersion of team members. These factors help the project manager develop a realistic approach to obtaining, organizing, managing, and releasing project personnel. For example, organizational policies may establish required job classifications, reporting structures, or resource-acquisition procedures that directly shape the human resource plan. PMI describes enterprise environmental factors as organizational conditions that are outside the immediate control of the project team but influence project work and outcomes. Understanding them ensures the staffing and management approach aligns with the environment in which the project operates. See PMI's standards and guidance resources at PMI Standards and PMBOK® Guide and PMI: Enterprise Environmental Factors and Organizational Process Assets.

QUESTION NO: 60

Outputs of the Control Communications process include:

A. expert judgment and change requests

B. work performance information and change requests

C. project management plan updates and work performance information

D. issue logs and organizational process assets updates

ANSWER: B

Explanation:

work performance information and change requests is the best answer because Control Communications evaluates whether project communications are meeting stakeholder information needs and whether communications are being delivered effectively. The process analyzes work performance data, such as communications delivered, feedback received, and the timeliness or effectiveness of information distribution, to produce work performance information. This information provides a meaningful assessment of communications performance that can be used for project decision-making and reporting.

Control Communications can also identify a need to modify an approved project baseline, plan, process, or document. When a modification requires formal evaluation and approval through integrated change control, the process generates a change request. These outputs support the process purpose: monitoring and controlling communications throughout the project life cycle so that stakeholders receive appropriate, timely, and useful information. PMI describes project communications management as the processes that ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, monitoring, and disposition of project information. See PMI's PMBOK Guide and Standards and its overview of project communications management.

QUESTION NO: 61

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 a valid input to the Define Scope process. The charter formally authorizes the project and provides high-level information that helps establish detailed project and product boundaries. In particular, it communicates the project's purpose, measurable objectives, high-level requirements, major assumptions and constraints, key stakeholders, and approved success criteria. The project team uses this authorized context to develop the project scope statement, which describes the work and deliverables that are included in the project.

Define Scope progressively elaborates the high-level understanding recorded in the charter into a clear scope description that can be validated and controlled throughout the project. Using the charter ensures that the detailed scope remains aligned with the business need and authority originally granted to the project. 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 Guide and the PMBOK® Guide and Standards resources.

QUESTION NO: 62

A key benefit of the Manage Communications process is that it enables:

A. The best use of communication methods.

B. An efficient and effective communication flow.

C. Project costs to be reduced.

D. The best use of communication technology.

ANSWER: B

Explanation:

The correct answer is **"An efficient and effective communication flow."** Manage Communications is the project management process of ensuring that project information is collected, created, distributed, stored, retrieved, managed, monitored, and ultimately disposed of appropriately and in a timely manner. Its central benefit is enabling an efficient and effective flow of communication between the project team and stakeholders. In practice, this means the project manager applies the communications management plan to provide relevant information in suitable formats, through appropriate channels, at the time stakeholders need it. The process also includes responding to requests for information and adapting communications as stakeholder needs, project conditions, or communication technologies change. Effective communication supports stakeholder engagement, shared understanding, informed decisions, and coordinated work throughout the project. PMI identifies this efficient and effective information flow as the specific key benefit of Manage Communications, distinguishing the ongoing execution of communications from the earlier planning work that determines methods and technologies. See PMI's overview of project communications management in the PMBOK® Guide and Standards and PMI's guidance on effective project communications.

QUESTION NO: 63

The organization's perceived balance between risk taking and risk avoidance is reflected in the risk:

A. Responses

B. Appetite

C. Tolerance

D. Attitude

ANSWER: D

Explanation:

Attitude is correct because risk attitude describes an organization's or individual's chosen disposition toward uncertainty. It reflects the perceived balance between pursuing opportunities through risk taking and limiting exposure through risk avoidance. This disposition affects how decision makers interpret uncertain events, assess their significance, and approach risk-related choices throughout a project. An organization with a more risk-seeking attitude may be more inclined to pursue uncertain opportunities, while one with a more risk-averse attitude may favor approaches that reduce uncertainty. The key point in the question is the word "perceived": risk attitude is not simply a numerical limit or a planned action, but the underlying mindset and perspective that shape responses to uncertainty. PMI treats stakeholder and organizational attitudes as an important context for project risk management because they influence risk decisions, communications, prioritization, and the selection of appropriate management approaches. PMI's terminology resources and project management standards provide the relevant context for using risk-attitude concepts consistently: PMI Lexicon of Project Management Terms and PMI Standards and PMBOK® Guide resources.

QUESTION NO: 64

Which of the following is an information gathering technique in Identify Risks?

A. Influence diagrams

B. Brainstorming

C. Assumption analysis

D. SWOT analysis

ANSWER: B

Explanation:

Brainstorming is an information-gathering technique used in the Identify Risks process. It brings together relevant project participants, subject matter experts, stakeholders, and potentially facilitated risk specialists to generate a broad list of potential individual project risks. The aim is initially to encourage the open generation of ideas based on the group's experience, knowledge of the project environment, and lessons learned from similar work. The resulting ideas are documented in the risk register for further analysis and response planning. PMI identifies brainstorming as an example of a data-gathering technique for identifying risks; interviews and checklists are additional examples. Effective brainstorming is usually supported by a facilitator and may use structured prompts, such as the work breakdown structure, assumptions, project objectives, or risk categories, so the team considers threats and opportunities across the full project scope. This early, collaborative identification is valuable because risks are more manageable when recognized before they become issues. PMI's process description and terminology for project risk management are available through the PMBOK® Guide and Standards page, while PMI's overview of risk management practices is available at Project Risk Management Practice.

QUESTION NO: 65

The cost baseline and project funding requirements are outputs of which process in Project Cost Management?

A. Estimate Costs

B. Control Costs

C. Plan Cost Management

D. Determine Budget

ANSWER: D

Explanation:

Determine Budget is correct because this process aggregates the estimated costs of individual activities or work packages to establish the authorized cost baseline. The cost baseline is the approved, time-phased version of the project budget used as the basis for measuring, monitoring, and controlling project cost performance. It generally includes contingency reserves but excludes management reserves, which are held outside the cost baseline while remaining part of the overall project budget.

Determine Budget also produces project funding requirements. These requirements identify when funds will be needed throughout the project, based on the planned expenditure of the cost baseline. They enable the organization or customer to arrange financing and release funding in alignment with the project's expected cash-flow needs. PMI's process-based Project Cost Management treatment identifies both the cost baseline and project funding requirements as outputs of Determine Budget. This connection is important because cost estimates alone do not establish the formally authorized budget or define the timing of required funds. See PMI's PMBOK® Guide and Standards overview and its Process Groups: A Practice Guide for PMI's process-oriented project management framework.

QUESTION NO: 66

Which of the following is an input to Direct and Manage Project Execution?

A. Requested changes

B. Approved change requests

C. Work performance information

D. Implemented defect repair

ANSWER: B

Explanation:

Approved change requests is correct because authorized changes must be provided to the project team for implementation as part of directing and managing the project's work. Change requests first pass through integrated change

control, where their impacts on scope, schedule, cost, quality, resources, risks, and other project elements can be evaluated. Once the appropriate authority approves a request, it becomes an approved change request and is an input to the execution/work-management process. The project manager then ensures the approved change is carried out, which may include corrective action, preventive action, defect repair, or updates to relevant baselines and project documents. This controlled sequence preserves the integrity of the project management plan and ensures that work is performed only in accordance with authorized decisions. The process name in current PMI terminology is generally *Direct and Manage Project Work*; earlier PMBOK editions used *Direct and Manage Project Execution*, but the underlying principle is the same. PMI's standards resources describe the integrated approach used to manage project work and changes: PMI PMBOK® Guide and Standards and PMI Standards.

QUESTION NO: 67

A method to manage stakeholder expectations in the scope statement is to clearly:

A. state the guiding principles of the organization.

B. identify alternatives to generate different approaches.

C. state what is out of scope.

D. outline the results of the Delphi technique.

ANSWER: C

Explanation:

state what is out of scope. A project scope statement documents the project's boundaries, including the work, deliverables, and requirements that are included. Explicitly identifying exclusions is equally important because it makes clear which products, services, activities, features, or responsibilities are not part of the project. This shared understanding gives stakeholders a concrete basis for expectations and helps the project team evaluate whether a requested item belongs within the approved scope or requires formal change control.

Clear scope exclusions reduce ambiguity early, especially where stakeholders may assume that related work is automatically included. They also support later scope validation by establishing agreed limits for deliverable acceptance. In PMI's scope management approach, the scope statement is a key output used to establish the scope baseline, together with the work breakdown structure and its dictionary. Defining the boundaries of the authorized work supports focused planning, reliable estimating, and disciplined management of changes throughout the project. PMI describes project scope management as the processes required to ensure the project includes all—and only—the work required for successful completion. See PMI's PMBOK® Guide and Standards and its overview of project scope management.

QUESTION NO: 68

Which conflict resolution technique seeks to find a solution that incorporates multiple viewpoints and results in commitment from all parties?

A. Collaborate or problem solve

B. Withdraw or avoid

C. Force or direct

D. Smooth or accommodate

ANSWER: A

Explanation:

Collaborate or problem solve is correct because this technique addresses conflict by examining the underlying causes and working with the involved parties to develop a solution that satisfies their concerns. It is often preferred when the issue is important and a long-term, mutually supported resolution is needed.

Unlike compromising, in which each party gives up something, collaboration seeks a win-win outcome through open discussion and joint problem solving. Other conflict-management approaches include withdrawing or avoiding, smoothing or accommodating, forcing or directing, and compromising or reconciling. PMI emphasizes addressing conflict constructively and selecting an approach appropriate to the project context. See PMI's PMBOK® Guide and Standards.

QUESTION NO: 69

What provides information regarding the ways people, teams, and organizational units behave?

A. Organizational chart

B. Organizational theory

C. Organizational structure

D. Organizational behavior

ANSWER: B

Explanation:

Organizational theory is correct because it provides the concepts and models used to understand how people, teams, and organizational units behave within an organization. In a project environment, this knowledge helps project managers recognize the influences that shape collaboration, authority, communication, decision-making, motivation, and responses to change. Understanding organizational theory supports effective stakeholder engagement and tailoring of management approaches to the organization's culture, governance, and working practices.

PMI identifies organizational theory as a source of information about the behavior of people, teams, and organizational units. This is valuable because projects are delivered through people operating within an organizational context, rather than independently of it. A project manager can use this understanding when determining how to engage functional managers, structure team interactions, navigate formal and informal power relationships, and promote a productive project environment. The concept therefore addresses behavioral dynamics across the organization, not merely the visual reporting relationships or structural arrangement of departments. See PMI's PMBOK® Guide and Standards overview and PMI's resources on organizational culture and project management.

QUESTION NO: 70

Sharing good practices introduced or implemented in similar projects in the organization and/or industry is an example of:

A. quality audits

B. process analysis

C. statistical sampling

D. benchmarking

ANSWER: A

Explanation:

quality audits is correct because a quality audit is a structured, independent review of project activities and processes to determine whether they comply with organizational and project policies, procedures, and standards. Beyond checking conformance, audits promote process improvement by identifying practices that have produced positive results. Those good practices can then be shared across comparable projects within the organization or drawn from relevant industry experience, helping teams improve how work is performed and prevent recurring quality issues.

In PMI quality management, the purpose is not limited to inspecting a deliverable. It also concerns evaluating the effectiveness of the processes used to create that deliverable. Sharing successful approaches supports organizational learning, strengthens process assets, and can lead to updates in procedures, checklists, templates, or lessons-learned

resources. This makes quality audits an appropriate mechanism for disseminating proven practices among projects and encouraging continuous improvement.

PMI describes project quality management as applying quality policies, procedures, and activities throughout the project. See PMI's overview of PMBOK® Guide and Standards and its guidance on quality audits in project management.

QUESTION NO: 71

A project charter is an output of which Process Group?

A. Executing

B. Planning

C. Initiating

D. Closing

ANSWER: C

Explanation:

Initiating is correct because the project charter is created through the Develop Project Charter process, which belongs to the Initiating Process Group. This process formally authorizes the existence of the project and gives the project manager authority to apply organizational resources to project activities. The charter establishes the project at a high level by documenting its purpose, measurable objectives, key requirements, major risks, summary milestone schedule, budget summary, key stakeholders, and approval requirements. Because these foundational decisions and authorizations must be established before detailed planning and delivery work can proceed, the charter is an Initiating output.

In PMI's predictive project-management framework, the project charter is a key early artifact that connects an organizational need, business case, agreement, or other initiating input to an authorized project. Once the charter is approved, the project team can use it as a basis for developing more detailed management plans and project documents. PMI describes process groups as logical groupings of project-management processes, including the work used to define and authorize a project at its outset. See PMI's overview of PMI standards and its guidance on developing a project charter.

QUESTION NO: 72

What is the total float of the critical path?

A. Can be any number

B. Zero or positive

C. Zero or negative

D. Depends on the calendar

ANSWER: C

Explanation:

Zero or negative is correct. Total float is the amount of time a schedule activity can be delayed without delaying the project finish date or violating a schedule constraint. The critical path is the path through the network that determines the earliest possible completion of the project; therefore, under a normally calculated, unconstrained schedule, its activities have zero total float. A critical path can also have negative total float when an imposed required completion date or other schedule constraint is earlier than the forecast completion date. In that situation, the negative value quantifies the amount by which the schedule must be recovered to satisfy the required date. PMI describes the critical path as the path that generally has zero total float, while recognizing that constraints can result in negative float. This makes zero or negative total float the appropriate characterization for a critical path in CAPM scheduling terminology. See PMI's Project Management Lexicon of Terms and its critical path method scheduling guidance.

QUESTION NO: 73

"Tailoring" is defined as the:

A. effort of addressing each process to determine which are appropriate and their appropriate degree of rigor.

B. act of creating a project team with the specialized skills required to produce a required product or service.

C. action taken to bring a defective or nonconforming component into compliance with requirements or specifications.

D. adjustment of the respective influences of time, cost, and quality in order to most efficiently achieve scope.

ANSWER: A

Explanation:

The correct definition is “effort of addressing each process to determine which are appropriate and their appropriate degree of rigor.” Tailoring means intentionally adapting the project management approach to fit the particular project rather than applying every process, practice, input, tool, technique, and output in exactly the same way. A project manager evaluates the project’s characteristics, including its size, complexity, delivery approach, industry, regulatory environment, stakeholder needs, level of uncertainty, and organizational context. Based on that evaluation, the team determines which project management processes are applicable and how formally or rigorously they should be performed.

For example, a small, low-risk internal project may need lightweight plans, streamlined reporting, and fewer formal controls, while a safety-critical or highly regulated project may require extensive documentation, reviews, traceability, and governance. Tailoring is therefore a deliberate, context-sensitive activity that helps the team use project management practices effectively while maintaining appropriate oversight and alignment with organizational requirements. PMI identifies tailoring as a key responsibility in selecting and adapting an approach that is fit for purpose. See PMI’s overview of project management standards at PMI Standards and Publications and its CAPM certification information at CAPM Certification.

QUESTION NO: 74

Which is a communication method used in the Report Performance process?

A. Expert judgment

B. Project management methodology

C. Stakeholder analysis

D. Status review meetings

ANSWER: D

Explanation:

Status review meetings are a communication method used to report performance because they provide a structured forum for sharing current project information with the appropriate stakeholders. In these meetings, the project manager and team can present performance data, discuss progress against the plan and approved baselines, communicate forecasts, identify significant variances, and ensure that stakeholders have a common understanding of the project’s current condition. The exchange is not limited to distributing a written report: it enables questions, clarification, discussion of issues, and agreement on any needed follow-up actions. This supports the purpose of performance reporting, which is to collect and distribute information about work performance so stakeholders can make timely, informed decisions. The terminology in this question reflects earlier PMBOK® Guide editions, where Report Performance included communication methods such as meetings; current PMI guidance incorporates performance communication within the broader project work and stakeholder communication practices. PMI’s standards describe the importance of communicating project information in ways suited to stakeholder needs, while the CAPM examination framework continues to assess practical communication and stakeholder-management knowledge. See PMI’s PMBOK® Guide and Standards and the CAPM® certification overview.

QUESTION NO: 75

Which communication method involves sending information to specific recipients who need to receive it, such as through emails or reports?

A. Interactive communication

B. Pull communication

C. Push communication

D. Informal communication

ANSWER: C

Explanation:

Push communication is correct because it distributes information directly to designated recipients. Common push methods include letters, emails, memoranda, reports, press releases, and voice messages. The sender controls distribution, but cannot ensure that recipients read or understand the information. This differs from pull communication, in which information is placed in a repository for stakeholders to access as needed, and interactive communication, which involves real-time exchange among participants. See PMI's PMBOK® Guide and Standards.