

PMP Prep Test Bank - Monitoring & Controlling Process Group Questions**Multiple Choice**

Identify the letter of the choice that best completes the statement or answers the question.

- _____ 1. Which of the following is not a function of integrated change control?
- Reviewing, approving, or denying all recommended corrective and preventive actions
 - Formal acceptance documentation
 - Documenting the complete impact of requested changes
 - Reviewing, analyzing, and approving requested changes
 - Coordinating changes across the entire project
- _____ 2. Activities such as measuring, examining, and verifying to determine whether work and deliverables meet requirements and product acceptance criteria is the purpose of _____.
- Final scope documentation
 - Accepted deliverables
 - Scope verification
 - Scope validation
 - Inspection
- _____ 3. _____ equals the BAC (budget at completion) minus the EV^c (cumulative earned value to date).
- Estimate to completion (ETC) based on atypical variances
 - Estimate to completion (ETC) based on new estimate
 - Estimate to completion (ETC) based on typical variances
 - Estimate to completion (ETC) based on planned value
 - Estimate to completion (ETC) based on schedule performance
- _____ 4. _____ is the value of work performed expressed in terms of the approved budget assigned to that work for an activity or work breakdown structure component.
- Actual cost (AC)
 - Earned value (EV)
 - Estimate to complete (ETC)
 - Planned value (PV)
 - Estimate at completion (EAC)
- _____ 5. _____ are a graphic display of the interaction of process variables, used to determine if the process variables are within acceptable limits.
- Statistical samples
 - Run charts
 - Flowcharts
 - Control charts
 - Scatter diagrams
- _____ 6. The _____ is an approved plan for the project work to which project execution is compared and deviations are measured for management control.
- Performance report
 - Quality control measurement
 - Forecast
 - Performance measurement baseline
 - Work performance information

- _____ 7. Control costs involves all of the following EXCEPT:
- Assuring vendors are paid according to the contract
 - Ensuring that all change requests are acted on in a timely manner
 - Monitoring cost performance to isolate and understand variances from the approved cost baseline
 - Assuring that cost expenditures do not exceed the authorized funding
 - Influencing the factors that create changes to the authorized cost baseline
- _____ 8. Information about how effectively a seller is achieving the contractual objectives is provided through _____.
- Correspondence meetings
 - Inspections and audits
 - Seller performance evaluations
 - Performance reporting
 - Buyer-conducted performance reviews
- _____ 9. The _____ integrates project scope, cost and schedule measurements to help the project management team assess and measure project performance and progress
- Trend analysis
 - Baseline schedule
 - Forecasted completion
 - Earned value management
 - Variance analysis
- _____ 10. _____ is the process of predicting future project performance based on the actual performance to date.
- Quality control measurement
 - Forecast
 - Performance reports
 - Performance measurement baseline
 - Work performance information
- _____ 11. _____ is the process of monitoring the status of the project and product scope and managing changes to the scope baseline.
- Replanning
 - Variance analysis
 - Change control system
 - Configuration management system
 - Control scope
- _____ 12. _____ is the authorized budget assigned to the work to be accomplished for an activity or work breakdown structure component.
- Estimate at completion (EAC)
 - Actual cost (AC)
 - Planned value (PV)
 - Estimate to complete (ETC)
 - Earned value (EV)

- _____ 13. The _____ has key inputs that include identified risks and risk owners, agreed-upon risk responses, specific implementation actions, symptoms and warning signs of risk, residual and secondary risks, a watchlist of low-priority risks, and the time and cost contingency reserves.
- Technical performance measurement
 - Work performance information
 - Approved change request
 - Performance report
 - Risk register
- _____ 14. Common formats for _____ include bar charts, histograms, S-curves and tables, and should provide status and progress information and the level of detail required by stakeholders.
- Work performance information
 - Forecasts
 - Quality control measurements
 - Performance reports
 - Performance measurement baselines
- _____ 15. _____ equals the AC^c (actual costs to date) plus a new ETC that is provided by the performing organization.
- Estimate at completion (EAC) using typical variances
 - Estimate at completion (EAC) using atypical variances
 - Estimate at completion (EAC) using remaining budget
 - Estimate at completion (EAC) using CPI^c
 - Estimate at completion (EAC) using a new estimate
- _____ 16. A line graph that shows data points plotted in the order in which they occur, showing trends in a process is called a _____.
- Run chart
 - Control chart
 - Statistical sample
 - Scatter diagram
 - Flowchart
- _____ 17. _____ is the process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.
- Quality checklists
 - Quality control measures
 - Quality metrics
 - Perform quality control
 - Work performance information
- _____ 18. _____ is the total cost actually incurred and recorded in accomplishing work performed for an activity or work breakdown structure component.
- Estimate at completion (EAC)
 - Actual cost (AC)
 - Planned value (PV)
 - Earned value (EV)
 - Estimate to complete (ETC)

- _____ 19. _____ involves the periodic collection and analysis of baseline versus actual data to understand and communicate the project progress and performance as well as to forecast the project results.
- Performance reporting
 - Work performance information
 - Quality control measurements
 - Forecasting
 - Performance measurement baselining
- _____ 20. _____ is the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan.
- Project management methodology
 - Work performance information
 - Earned value technique
 - Monitor and control project work
 - Project management information system
- _____ 21. _____ is the process of managing procurement relationships, monitoring contract performance, and making changes and corrections as needed.
- Contract documentation
 - Procurement management
 - Administer procurements
 - Procurement change control
 - Work performance information
- _____ 22. _____ equals the AC^c (actual costs to date) plus the BAC (budget required to complete the remaining work). .
- Estimate at completion (EAC) using a new estimate
 - Estimate at completion (EAC) using atypical variances
 - Estimate at completion (EAC) using remaining budget
 - Estimate at completion (EAC) using CPI^c
 - Estimate at completion (EAC) using typical variances
- _____ 23. _____ illustrate how various factors might be linked to potential problems or effects.
- Cause and effect diagrams
 - Pareto charts
 - Scatter diagrams
 - Control charts
 - Histograms
- _____ 24. Schedule control is concerned with all of the following EXCEPT:
- Determining that the project schedule has changed
 - Identifying and managing resource changes
 - Managing the actual changes as they occur
 - Influencing the factors that create schedule changes
 - Determining the current status of the project schedule
- _____ 25. Examining project performance over time to determine if performance is improving or deteriorating is known as _____.
- Trend analysis
 - Variance analysis
 - Earned value technique
 - Forecasted completion
 - Baseline schedule

- _____ 26. Which may not be used to bring a project schedule back in alignment with the schedule baseline?
- Change requests
 - Variance analysis
 - Resource leveling
 - Adjusting leads and lags
 - What-if scenario analysis
- _____ 27. A _____ shows the pattern of relationship between two variables, allowing the team to study and identify the possible relationship between changes observed in two variables.
- Control chart
 - Cause and effect diagram
 - Pareto chart
 - Scatter diagram
 - Histogram
- _____ 28. _____ compares actual project performance to planned or expected performance.
- Earned value technique
 - Variance analysis
 - Baseline schedule
 - Trend analysis
 - Forecasted completion
- _____ 29. _____ compares the amount of the contingency reserves remaining to the amount of risk remaining at any time in the project.
- Reserve analysis
 - Risk reassessment
 - Status meetings
 - Risk audits
 - Risk review
- _____ 30. A _____ is a specific type of histogram, ordered by frequency of occurrence, which shows how many defects were generated by type or category of identified cause.
- Defect repair review
 - Pareto chart
 - Run chart
 - Statistical sample
 - Control chart
- _____ 31. A _____ is a graphical representation of a process, showing activities, decision points, and the order of processing.
- Statistical sample
 - Flowchart
 - Run chart
 - Scatter diagram
 - Control chart
- _____ 32. The (AC^c) actual costs to date plus [the BAC (budget required to complete the remaining work) minus the EV], modified by a performance factor (often the CPI^c) equals _____.
- Estimate at completion (EAC) using a new estimate
 - Estimate at completion (EAC) using remaining budget
 - Estimate at completion (EAC) using CPI^c
 - Estimate at completion (EAC) using typical variances
 - Estimate at completion (EAC) using atypical variances

- ___ 33. Risk monitoring and control helps to determine all of the following EXCEPT:
- Analysis shows an assessed risk has changed or can be retired
 - Risk management policies and procedures are being followed
 - Contingency reserves of cost or schedule should be modified in line with the current risk assessment
 - Project assumptions are still valid
 - Contingency plans and triggers are identified
- ___ 34. Every documented requested change must be _____ by some authority within the project management team or an external organization.
- Documented
 - Validated
 - Controlled
 - Verified
 - Approved or rejected
- ___ 35. _____ are documented directions to perform on activity that can reduce the probability of negative consequences associated with the project risks.
- Recommended corrective actions
 - Recommended preventive actions
 - Reserve analysis
 - Variance and trend analysis
 - Requested changes
- ___ 36. _____ equals the revised estimate for the work remaining, as determined by the performing organization.
- Estimate to completion (ETC) based on schedule performance
 - Estimate to completion (ETC) based on typical variances
 - Estimate to completion (ETC) based on atypical variances
 - Estimate to completion (ETC) based on new estimate
 - Estimate to completion (ETC) based on planned value
- ___ 37. _____ are prepared and submitted to the Integrated Change Control process.
- Recommended corrective actions
 - Variance and trend analysis
 - Recommended preventive actions
 - Change requests
 - Reserve analysis
- ___ 38. The sum of the periodic earned values divided by the sum of the individual actual costs results in:
- Schedule variance (SV)
 - Cost performance index (CPI)
 - Schedule performance index (SPI)
 - Cumulative CPI (CPI^c)
 - Cost variance (CV)
- ___ 39. _____ are conducted during execution of the project to verify compliance in the seller's work processes or deliverables.
- Performance reporting
 - Buyer-conducted performance reviews
 - Correspondence meetings
 - Inspections and audits
 - Seller performance evaluations

- _____ 40. _____ involves choosing part of a population of interest for inspection.
- Validated defect repair
 - Defect repair reviews
 - Inspection
 - Control charting
 - Statistical sampling
- _____ 41. The project schedule used to compare actual results to the plan to determine if preventive or corrective action is needed to meet the project objectives is referred to as the _____.
- Approved change request
 - Variance report
 - Performance report
 - Schedule management plan
 - Schedule baseline
- _____ 42. _____ equals the BAC (budget at completion) minus the cumulative EV^c divided by the cumulative cost performance index (CPI^c).
- Estimate to completion (ETC) based on planned value
 - Estimate to completion (ETC) based on typical variances
 - Estimate to completion (ETC) based on schedule performance
 - Estimate to completion (ETC) based on new estimate
 - Estimate to completion (ETC) based on atypical variances
- _____ 43. _____ provide information about project progress, such as which activities have started, their progress, and which activities have finished.
- Variance reports
 - Schedule baselines
 - Work performance information
 - Approved change requests
 - Schedule management plans
- _____ 44. Earned value (EV) minus planned value (PV) equals the:
- Cost variance (CV)
 - Schedule variance (SV)
 - Cost performance index (CPI)
 - Schedule performance index (SPI)
 - Cumulative CPI (CPI^c)
- _____ 45. _____ are used to produce project activity metrics to evaluate actual progress as compared to planned progress.
- Quality control measurements
 - Quality checklists
 - Quality metrics
 - Performing quality control
 - Work performance measurements
- _____ 46. _____ are documented as part of the scope verification process.
- Scope validation
 - Scope verification
 - Final scope documentation
 - Inspection
 - Accepted deliverables

- _____ 47. _____ is the process of formalizing acceptance of the completed project deliverables.
- Scope validation
 - Final scope documentation
 - Inspection
 - Verify scope
 - Accepted deliverables
- _____ 48. The _____ helps identify the cause of problems in a process as a bar chart, illustrated by the shape and width of the distribution.
- Pareto chart
 - Histogram
 - Run chart
 - Flowchart
 - Scatter diagram
- _____ 49. _____ includes collecting, measuring, and disseminating performance information, and assessing measurements and trends to effect process improvements.
- Monitoring
 - Reporting
 - Comparing
 - Forecasting
 - Implementation
- _____ 50. The integrated change control process is performed _____ of the project.
- When changes arise
 - During the planning process
 - From project inception through completion
 - During the initial phase only
 - From intermediate through completion
- _____ 51. Earned value (EV) minus actual cost (AC) results in:
- Cost variance (CV)
 - Schedule performance index (SPI)
 - Schedule variance (SV)
 - Cost performance index (CPI)
 - Cumulative CPI (CPI^c)
- _____ 52. The _____ equals the ratio of the EV to the AC. A ratio over 1.0 indicates a cost underrun of the estimate, while a ratio under 1.0 indicates a cost overrun of the estimate.
- Cost variance (CV)
 - Schedule performance index (SPI)
 - Schedule variance (SV)
 - Cumulative CPI (CPI^c)
 - Cost performance index (CPI)
- _____ 53. The _____ is a measure of progress achieved compared to progress planned on a project..
- Cumulative CPI (CPI)
 - Schedule performance index (SPI)
 - Cost performance index (CPI)
 - Schedule variance (SV)
 - Cost variance (CV)

- _____ 54. Outcomes from _____ may forecast potential deviation of the project at completion from cost and schedule targets.
- a. Reserve analysis
 - b. Recommended preventive actions
 - c. Recommended corrective actions
 - d. Requested changes
 - e. Variance and trend analysis

PMP Prep Test Bank - Monitoring & Controlling Process Group Questions Answer Section

MULTIPLE CHOICE

1. ANS: B
See PMBOK Section 4.5, page 93
2. ANS: E
See PMBOK Section 5.4, page 124
3. ANS: A
See PMBOK Section 7.3, page 184
4. ANS: B
See PMBOK Section 7.3, page 182
5. ANS: D
See PMBOK Section 8.3, page 209
6. ANS: D
See PMBOK Section 10.5, page 267
7. ANS: A
See PMBOK Section 7.3, page 179
8. ANS: D
See PMBOK Section 12.3, page 339
9. ANS: D
See PMBOK Section 7.3, page 181
10. ANS: B
See PMBOK Section 10.5, page 269
11. ANS: E
See PMBOK Section 5.5, page 125
12. ANS: C
See PMBOK Section 7.3, page 182
13. ANS: E
See PMBOK Section 11.6, page 309
14. ANS: D
See PMBOK Section 10.5, page 270
15. ANS: E
See PMBOK Section 7.3, page 184
16. ANS: A
See PMBOK Section 8.3, page 211
17. ANS: D
See PMBOK Section 8.3, page 206
18. ANS: B
See PMBOK Section 7.3, page 182
19. ANS: A
See PMBOK Section 10.5, page 266
20. ANS: D
See PMBOK Section 4.4, page 89

21. ANS: C
See PMBOK Section 12.3, page 335
22. ANS: C
See PMBOK Section 7.3, page 184
23. ANS: A
See PMBOK Section 8.3, page 208
24. ANS: B
See PMBOK Section 6.6, page 160
25. ANS: A
See PMBOK Section 7.3, page 186
26. ANS: A
See PMBOK Section 6.6, pages 163 & 164
27. ANS: D
See PMBOK Section 8.3, page 212
28. ANS: B
See PMBOK Section 7.3, page 187
29. ANS: A
See PMBOK Section 11.6, page 311
30. ANS: B
See PMBOK Section 8.3, page 210
31. ANS: B
See PMBOK Section 8.3, page 210
32. ANS: C
See PMBOK Section 7.3, page 184
33. ANS: E
See PMBOK Section 11.6, page 308
34. ANS: E
See PMBOK Section 4.5, page 94
35. ANS: B
See PMBOK Section 11.6, page 312
36. ANS: D
See PMBOK Section 7.3, page 184
37. ANS: D
See PMBOK Section 11.6, page 312
38. ANS: D
See PMBOK Section 7.3, page 183
39. ANS: D
See PMBOK Section 12.3, page 339
40. ANS: E
See PMBOK Section 8.3, page 212
41. ANS: E
See PMBOK Glossary, page 447
42. ANS: B
See PMBOK Section 7.3, page 184
43. ANS: C
See PMBOK Section 6.6, page 161

- 44. ANS: B
See PMBOK Section 7.3, page 182
- 45. ANS: E
See PMBOK Section 8.3, page 208
- 46. ANS: E
See PMBOK Section 5.4, page 125
- 47. ANS: D
See PMBOK Section 5.4, page 123
- 48. ANS: B
See PMBOK Section 8.3, page 210
- 49. ANS: A
See PMBOK Section 4.4, page 89
- 50. ANS: C
See PMBOK Section 4.5, page 93
- 51. ANS: A
See PMBOK Section 7.3, page 182
- 52. ANS: E
See PMBOK Section 7.3, page 183
- 53. ANS: B
See PMBOK Section 7.3, page 183
- 54. ANS: E
See PMBOK Section 11.6, page 310