

PMP Prep Test Bank - Planning Process Group Questions (Scope, Time & Cost)**Multiple Choice**

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

- _____ 1. _____ is the process of documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans.
- Develop project management plan
 - Develop project change requests
 - Develop project charter
 - Plan communications
 - Define scope
- _____ 2. The formal and informal policies, procedures, and guidelines that could impact how the project's scope is managed is:
- Project statement of work
 - Enterprise environmental factors
 - Preliminary project scope statement
 - Organizational process assets
 - Project charter
- _____ 3. The accuracy of a project estimate will _____ as the project progresses through the project life cycle.
- Refine
 - Narrow
 - Increase
 - Decrease
 - Evolve
- _____ 4. The most commonly used precedence relationship is:
- Finish-to-start
 - Finish-to-finish
 - Start-to-start
 - Start-to-finish
- _____ 5. _____ is the estimating technique that uses the values of activity characteristics, such as scope, cost, budget and duration or measures of scale such as size, weight, and complexity from a previous, similar activity as the basis for estimating the same characteristic or measure of future activity.
- Analogous estimating
 - Expert judgment
 - Reserve analysis
 - Three point estimate
 - Parametric estimating

- _____ 6. _____ schedule activity costs involves developing an approximation of the costs of the resources needed to complete each schedule activity.
- Estimating
 - Executing
 - Planning
 - Performing
 - Budgeting
- _____ 7. _____ describes the characteristics of the product, service, or result that the project was undertaken to create.
- Product scope description
 - Project deliverables
 - Project requirements
 - Product analysis
 - Project objectives
- _____ 8. _____ is a method of constructing a project schedule network diagram that uses boxes or rectangles, referred to as nodes, to represent activities and connects them with arrows that show the dependencies.
- Arrow Diagramming Method
 - Dependency determination
 - Activity sequencing
 - Precedence Diagramming Method
 - Schedule networking
- _____ 9. The _____ is a time-phased budget that is used as a basis against which to measure, monitor, and control overall cost performance on the project.
- Cost performance baseline
 - Approved change request
 - Forecast
 - Project funding requirement
 - Cost control sheet
- _____ 10. _____ is the process of estimating the type and quantities of material, people, equipment, or supplies required to perform each activity
- Acquire project team
 - Human resource plan
 - Estimate activity resources
 - Decomposition
- _____ 11. _____ involves aggregating the estimated costs of individual schedule activities or work packages to establish a total cost baseline for measuring project performance.
- Reserve analysis
 - Project funding requirements
 - Determine budget
 - Cost baseline
 - Activity cost estimate

- ___ 12. This technique is applied to improve the accuracy of the estimates of cost or duration when the underlying activity or cost component is uncertain.
- Expert judgment
 - Parametric estimating
 - Reserve analysis
 - Analogous estimating
 - Three point estimate
- ___ 13. _____ subdivides the project scope and project deliverables into smaller, more manageable components until the work and deliverables are defined to the work package level.
- Decomposition
 - Configuration management
 - Planning
 - The statement of work
 - Milestones
- ___ 14. _____ are allowances for unplanned but potentially required changes that can result from realized risks.
- Contingency reserve
 - Reserve analysis
 - Management reserve
 - Buffers
- ___ 15. _____ means using the actual cost of previous, similar projects as the basis for estimating the cost of the current project.
- Vendor bid analysis
 - Analogous estimating
 - Parametric estimating
 - Reserve analysis
 - Bottom-up estimating
- ___ 16. All of the following are part of the project management subsidiary plans EXCEPT
- Quality management plan
 - Requirements management plan
 - Configuration management plan
 - Process Improvement plan
- ___ 17. A _____ is a deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create the required deliverables.
- Project scope statement
 - Project deliverable
 - Project scope management plan
 - Product scope statement
 - WBS

- _____ 18. _____ includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.
- Scope control
 - Configuration management
 - Project scope management
 - Project scope verification
 - Project management plan
- _____ 19. _____ establishes both contingency reserves and management reserves, for the project.
- Reserve analysis
 - Parametric estimating
 - Cost aggregation
 - Funding limit reconciliation
 - Funding requirements
- _____ 20. _____ is a technique that uses a statistical relationship between historical data and other variables to calculate a cost estimate for a schedule activity resource.
- Reserve analysis
 - Vendor bid analysis
 - Bottom-up estimating
 - Parametric estimating
 - Analogous estimating
- _____ 21. _____ is a method of constructing a project schedule network diagram that uses arrows to represent activities and connects them at nodes to show their dependencies.
- Dependency determination
 - Arrow Diagramming Method
 - Activity sequencing
 - Schedule networking
 - Precedence Diagramming Method
- _____ 22. Using the actual duration of a previous, similar schedule activity as the basis for estimating the duration of a future schedule activity is known as:
- Analogous estimating
 - Parametric estimating
 - Reserve analysis
 - Expert judgment
 - Three point estimate
- _____ 23. The _____ will have an effect on the duration of the schedule activity, since resources assigned to the schedule activity and the availability of those resources will significantly influence the duration of most activities.
- Activity duration estimates
 - Resource calendar
 - Activity resource requirements
 - Reserve analysis
 - Activity attributes

- _____ 24. _____ are derived from the cost baseline and shows the required financial need for the project, including project costs and management reserve (if any).
- Forecasts
 - Cost control sheets
 - Cost baselines
 - Project funding requirements
 - Approved change requests
- _____ 25. _____ is a quantitative assessment of the likely costs of the resources required to complete schedule activities.
- Resource cost rates
 - Activity cost estimates
 - Cost aggregation
 - Cost of quality
 - Contingency reserves
- _____ 26. _____ includes items such as the organization's culture, infrastructure, tools, human resources, personnel policies, and marketplace conditions that could affect how project scope is managed.
- Project statement of work
 - Enterprise environmental factors
 - Project charter
 - Project scope statement
 - Organizational process assets
- _____ 27. A _____ allows an acceleration of the successor activity.
- Lead
 - Delay
 - Lag
 - Head start
- _____ 28. _____ are budgets reserved for unplanned changes to project scope and cost.
- Reserve analysis
 - Buffers
 - Contingency reserve
 - Management reserve
- _____ 29. A _____ directs a delay in the successor activity.
- Lead
 - Head start
 - Delay
 - Lag
- _____ 30. _____ involves estimating the cost of individual work packages or individual schedule activities with the lowest level of detail.
- Vendor bid analysis
 - Parametric estimating
 - Reserve analysis
 - Bottom-up estimating
 - Analogous estimating

- ___ 31. A hierarchical breakdown of the project by resource category is called a:
- Organizational breakdown structure
 - Risk breakdown structure
 - Work breakdown structure
 - Resource breakdown structure
- ___ 32. All of the following are part of the project baseline EXCEPT
- Cost performance baseline
 - Schedule baseline
 - Scope baseline
 - Scope management plan
- ___ 33. Using _____, work is decomposed into more detail, an estimate is prepared of what is needed to meet the requirements of each of the lower, more detailed pieces of work, and these estimates are aggregated into a total quantity for the component of work.
- Bottom-up estimating
 - Alternatives analysis
 - Resource breakdown structuring
 - Expert judgment
 - Project management software
- ___ 34. Identifying and documenting the relationships among the project activities is known as:
- Schedule networking
 - Arrow diagramming
 - Sequence activities
 - Dependency determination
 - Precedence diagramming
- ___ 35. A project team can use _____ to determine a variety of resources which may be used to accomplish the required work
- Bottom-up resource estimating
 - Expert judgment
 - Published estimating data
 - Alternative analysis

PMP Prep Test Bank - Planning Process Group Questions (Scope, Time & Cost) Answer Section

MULTIPLE CHOICE

1. ANS: A
See PMBOK Section 4.2, page 78
2. ANS: D
See PMBOK Section 5.2, page 114 & Section 2.4.3, pages 32 & 33
3. ANS: C
See PMBOK Section 7.1, page 168
4. ANS: A
PMBOK Section 6.2, page 138
5. ANS: A
See PMBOK Section 6.4, page 150
6. ANS: A
See PMBOK Section 7.1, page 168
7. ANS: A
See PMBOK Section 5.2, page 115
8. ANS: D
PMBOK Section 6.2, page 138
9. ANS: A
See PMBOK Section 7.2, page 178
10. ANS: C
See PMBOK Section 6.3, page 141
11. ANS: C
See PMBOK Section 7.2, page 174
12. ANS: E
See PMBOK Section 6.4, page 150
13. ANS: A
See PMBOK Section 5.3, page 118
14. ANS: A
See PMBOK Section 7.2, page 177
15. ANS: B
See PMBOK Section 7.1, page 171
16. ANS: C
See PMBOK Section 4.2, page 82
17. ANS: E
See PMBOK Section 5.3, page 116
18. ANS: C
See PMBOK Chapter 5 Introduction
19. ANS: A
See PMBOK Section 7.2, page 177
20. ANS: D
See PMBOK Section 7.1, page 172

21. ANS: B
Removed from the PMBOK, 4th edition but is still in the PMP question database.
22. ANS: A
See PMBOK Section 6.4, page 149
23. ANS: C
See PMBOK Section 6.4, page 148
24. ANS: D
See PMBOK Section 7.2, page 178 & 179
25. ANS: B
See PMBOK Section 7.1, page 174
26. ANS: B
See PMBOK Section 1.8, page 14
27. ANS: A
PMBOK Section 6.2, page 140
28. ANS: D
See PMBOK Section 7.2, page 177
29. ANS: D
PMBOK Section 6.2, page 138
30. ANS: D
See PMBOK Section 7.1, page 172
31. ANS: D
See PMBOK Section 6.3, page 145
32. ANS: D
See PMBOK section 4.2, page 82
33. ANS: A
See PMBOK Section 6.3, page 144
34. ANS: C
PMBOK Section 6.2, page 136
35. ANS: D
See PMBOK Section 6.3, page 144