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Free Lead2pass PMP PDF Guarantee 100% Get PMP Certification: <https://www.lead2pass.com/pmp-exam.html> QUESTION

11 You are managing a project in an organization is characterized by with rigid rules and policies and strict supervisory controls. Your project, sponsored by your CEO who is new to the company, is to make the organization less bureaucratic and more participative. You are developing your project management plan. Given the organization as it now is set up, as you prepare your plan, you can use which of the following organizational process assets _____.

A. Guidelines and criteria
B. Project management body of knowledge for your industry
C. Organizational structure and culture
D. The existing infrastructure

Answer: B
Explanation: While you are managing a different type of project, the organization has managed projects before and therefore may have as part of its organizational process assets a project management template, which sets forth guidelines and criteria to tailor the organization's processes to satisfy specific needs of the project.

QUESTION 12 You are fairly new to managing a project but have been a team member for many years. You are pleased you were selected to manage your company's 2015 model line of hybrid vehicles. You are now planning your project and have been preparing the subsidiary plans as well. You realize some project documents also are required to help manage your project. An example of one that you believe will be especial helpful is the _____.

A. Business case
B. Key performance indicators
C. Project management information system
D. Project statement of work

Answer: D
Explanation: The project statement of work is a useful document as it describes the products, services, or results the project is to deliver. It references the business need, product scope description, and the strategic plan.

QUESTION 13 You work for a telecommunications company, and when developing a project management plan for a new project, you found that you must tailor some company processes because the product is so different than those products typically produced by your company. To tailor these processes, you will follow _____.

A. Standardized guidelines and work instructions
B. Stakeholder risk tolerances
C. Expert judgment
D. Structure of your company

Answer: A
Explanation: Standardized guidelines and work instructions are an organizational process asset to consider as the project management plan is developed. They include guidelines and criteria to tailor the organization's set of standard processes to satisfy the specific needs of the project.

QUESTION 14 You are implementing a project management methodology for your company that requires you to establish a change control board. Which one of the following statements best describes a change control board?

A. Recommended for use on all (large and small) projects
B. Used to review, evaluate, approve, delay, or reject changes to the project
C. Managed by the project manager, who also serves as its secretary
D. Composed of key project team members

Answer: B
Explanation: Used to review, evaluate, approve, delay, or reject changes to the project The change control board's powers and responsibilities should be well defined and agreed upon by key stakeholders. On some projects, multiple change control boards may exist with different areas of responsibility.

QUESTION 15 An automated tool, project records, performance indicators, data bases, and financials are examples of items in _____.

A. Organizational process assets
B. Project management information systems
C. Project management planning approaches
D. The tools and techniques for project plan development

Answer: B
Explanation: The items listed are part of these systems, a tool and technique in both processes. PMI®, PMBOK® Guide, 2013, 84, 92

QUESTION 16 You realize that projects represent change, and on your projects, you always seem to have a number of change requests to consider. In your current project to manage the safety of the nation's cheese products and the testing methods used, you decided to prepare a formal change management plan. An often overlooked type of change request is _____.

A. Adding new subject matter experts to your team
B. Updates
C. Work performance information
D. Enhancing the reviews performed by your project's governance board

Answer: B
Explanation: Change requests may include corrective actions, preventive actions, defect repairs, or updates. Updates are changes to formally controlled project documents or plans to reflect modified or additional content.

QUESTION 17 You have been directed to establish a change control system for your company, but must convince your colleagues to use it. To be effective, the change control system must include _____.

A. Procedures that define how project documents may be changed
B. Specific change requests expected on the project and plans to respond to each one
C. Performance reports that forecast project changes
D. A description of the functional and physical characteristics of an item or system

Answer: A
Explanation: A change control system is a collection of formal, documented procedures that define the process used to control change and approve or reject changes to project documents, deliverables, or baselines. It includes the paperwork, tracking systems, and approval levels necessary to authorize changes.

QUESTION 18 You are working on the next generation of software for mobile phones for your telecommunications company. While time to market is critical, you know from your work on other projects that management reviews can be helpful and plan to use them on your project. You are documenting them as part of your _____.

A. Governance plan
B. Change management plan
C. Performance reviews
D. Project management plan

Answer: D
Explanation: The project management plan describes how the project will be executed and monitored and controlled. While it contains a number of

subsidiary plans, it also contains other items including information on key management reviews for contents, their extent, and timing to address open issues and pending decisions. QUESTION 19 Your cost control specialist has developed a budget plan for your project to add a second surgical center to the Children's Hospital. As you analyze cash flow requirements, you notice that cash flow activity is greatest in the closing phase. You find this unusual because on most projects the largest portion of the budget is spent during _____. A. Initiating B. Monitoring and Controlling C. Controlling D. Executing Answer:

D Explanation: Executing is where the majority of the budget is spent because this is the process where all of the resources (people, material, etc.) are applied to the activities and tasks in the project management plan. PMI®, PMBOK® Guide, 2013, 56 QUESTION

20 You are project manager for a systems integration effort and need to procure the hardware components from external sources.

Your subcontract administrator has told you to prepare a product description, which is referenced in a _____. A.

Project statement of work B. Contract scope statement C. Request for proposal D. Contract Answer: A Explanation: Project statement of work The project statement of work describes in a narrative form the products, services, or results that the project will deliver. It references the product scope description as well as the business needs and the strategic plan. **PMP dumps full version**

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