

# Associate in Project Management (APM)

1. The degree, amount, or volume of risk that an organization or individual will withstand is known as its risk:

A. Analysis

B. Appetite

C. Tolerance

D. Response

**Answer(s): C**

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2. Project deliverables that have been completed and checked for correctness through the Control Quality process are known as:

A. Verified deliverables.

B. Validated deliverables.

C. Acceptance criteria.

D. Activity resource requirements.

**Answer(s): A**

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3. An output of the Perform Integrated Change Control process is:

A. Deliverables.

B. Validated changes.

C. The change log.

D. The requirements traceability matrix.

**Answer(s): C**

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4. During which process does the project team receive bids and proposals?

A. Conduct Procurements

B. Plan Procurements

C. Estimate Costs

D. Control Budget

**Answer(s): A**

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5. The process of monitoring the status of the project and product scope as well as managing the changes to the scope baseline is known as:

A. Validate Scope.

B. Plan Scope Management.

C. Control Scope.

D. Define Scope.

**Answer(s): C**

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6. Which output is the approved version of the time-phased project budget?

A. Resource calendar

B. Scope baseline

C. Trend analysis

D. Cost baseline

**Answer(s): D**

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7. The purpose of the Project Communications Management Knowledge Area is to:

A. Monitor and control communications throughout the entire project life cycle.

B. Maintain an optimal flow of information among all project participants.

C. Develop an appropriate approach for project communications.

D. Ensure timely and appropriate collection of project information.

**Answer(s): D**

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8. Processes in the Initiating Process Group may be completed at the organizational level and be outside of the project's:

A. Level of control.

B. Communication channels.

C. Scope.

D. Strategic alignment.

**Answer(s): A**

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9. At the completion of a project, a report is prepared that details the outcome of the research conducted on a global trend during the project.

Which item did this project create?

A. Result

B. Product

C. Service

D. Improvement

**Answer(s): A**

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

A. Salience

B. Influence/impact

C. Power/interest

D. Power/influence

**Answer(s): A**

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11. Through whom do project managers accomplish work?

A. Consultants and stakeholders

B. Stakeholders and functional managers

C. Project team members and consultants

D. Project team members and stakeholders

**Answer(s): D**

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12. Which quality tool may prove useful in understanding and estimating the cost of quality in a process?

A. Checksheets

B. Histograms

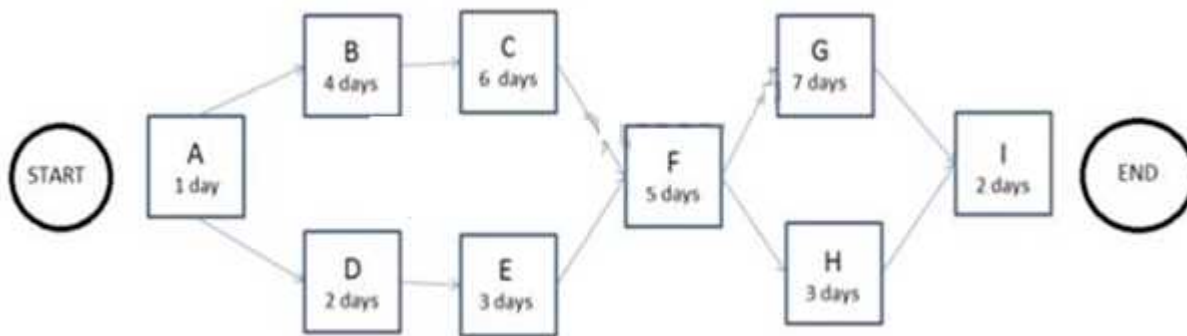
C. Flowcharts

D. Control charts

Answer(s): C

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13. The following is a network diagram for a project.



The total float for the project is how many days?

A. 5

B. 9

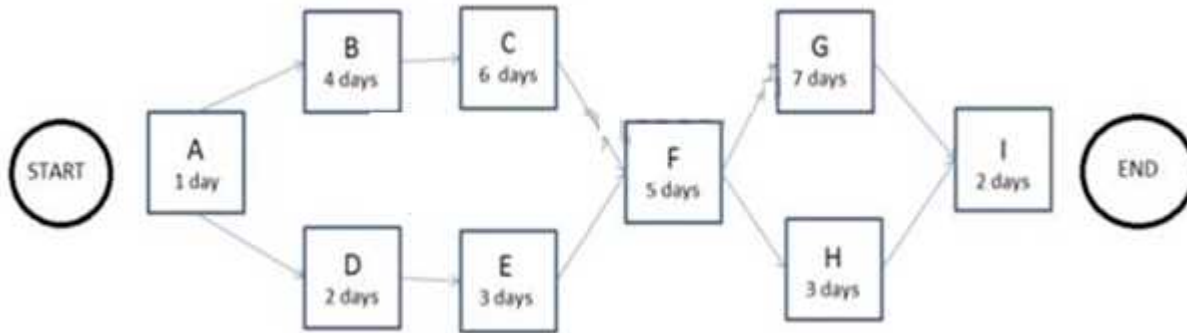
C. 12

D. 14

Answer(s): B

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14. The following is a network diagram for a project.



The free float for Activity E is how many days?

A. 2

B. 3

C. 5

D. 8

**Answer(s): C**

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15. Retreating from an actual or potential conflict or postponing the issue to be better prepared or to be resolved by others describes which of the five general techniques for managing conflict?

A. Smooth/accommodate

B. Withdraw/avoid

C. Compromise/reconcile

D. Force/direct

**Answer(s): B**

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16. Specification of both the deliverables and the processes is the focus of:

A. Change control

B. Configuration control

C. Project monitoring and control

D. Issue control

**Answer(s): A**

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**17.** Which output of Project Cost Management consists of quantitative assessments of the probable costs required to complete project work?

A. Activity cost estimates

B. Earned value management

C. Cost management plan

D. Cost baseline

**Answer(s): A**

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**18.** While processes in the Planning Process Group seek to collect feedback and define project documents to guide project work, organizational procedures dictate when the project planning:

A. ends.

B. begins.

C. delays.

D. deviates.

**Answer(s): A**

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**19.** A stakeholder expresses a need not known to the project manager. The project manager most likely missed a step in which stakeholder management process?

A. Plan Stakeholder Management

B. Identify Stakeholders

C. Manage Stakeholder Engagement

D. Control Stakeholder Engagement

**Answer(s): A**

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**20.** Skills necessary for project management such as motivating to provide encouragement; listening actively; persuading a team to perform an action; and summarizing, recapping, and identifying next steps are known as:

A. organizational skills

B. technical skills

C. communication skills

D. hard skills

**Answer(s): C**

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