

Series 17: Latest CAPM Questions And Answers

QUESTION 809

Which tool or technique measures performance of the project as it moves from project initiation through project closure?

- A. Resource leveling
- B. Parametric measuring
- C. Pareto chart
- D. Earned value**

Correct Answer: D

Explanation:

7.4.2.1 Earned Value Management

Earned value management (EVM) is a methodology that combines scope, schedule, and resource measurements to assess project performance and progress.



It is a commonly used method of performance measurement for projects. It integrates the scope baseline with the cost baseline, along with the schedule baseline, to form the performance measurement baseline, which helps the project management team assess and measure project performance and progress.

It is a project management technique that requires the formation of an integrated baseline

against which performance can be measured for the duration of the project.

QUESTION 810

Which type of team can be defined as a group of people with a shared goal who fulfill their roles although spending little or no time meeting face to face?

- A. Co-location team
- B. Virtual team
- C. Departmental team
- D. Consultant team

Correct Answer: B

QUESTION 811

Who is responsible for determining which processes from the Process Groups will be employed and who will be performing them?

- A. Project sponsor and project manager
- B. Project sponsor and functional manager
- C. Project manager and project team
- D. Project team and functional manager

Correct Answer: C

QUESTION 812

Who is responsible for developing the project management plan and all related component plans?

- A. Project team
- B. Portfolio manager
- C. Project manager
- D. Project management office

Correct Answer: C

Explanation:

4.2.3.1 Project Management Plan

The project management plan is the document that describes how the project will be executed, monitored, and controlled. It integrates and consolidates all of the subsidiary plans and baselines from the planning processes. Project baselines include, but are not limited to:

Scope baseline (Section 5.4.3.1), Schedule baseline (Section 6.6.3.1), and Cost baseline (Section 7.3.3.1).

Subsidiary plans include, but are not limited to:

Scope management plan (Section 5.1.3.1), Requirements management plan (Section 5.1.3.2), Schedule management plan (Section 6.1.3.1), Cost management plan (Section 7.1.3.1),

Quality management plan (Section 8.1.3.1), Process improvement plan (Section 8.1.3.2).

Human resource management plan (Section 9.1.3.1), Communications management plan (Section 10.1.3.1), Risk management plan (Section 11.1.3.1), Procurement management plan (Section 12.1.3.1), and Stakeholder management plan (Section 13.2.3.1).

Among other things, the project management plan may also include the following:

Life cycle selected for the project and the processes that will be applied to each phase;

Details of the tailoring decisions specified by the project management team as follows:

- Project management processes selected by the project management team.
- Level of implementation for each selected process,
- Descriptions of the tools and techniques to be used for accomplishing those processes.
- Description of how the selected processes will be used to manage the specific project, including the dependencies and interactions among those processes and the essential inputs and outputs.

Description of how work will be executed to accomplish the project objectives;

Change management plan that documents how changes will be monitored and controlled;

Configuration management plan that documents how Configuration management will be performed; Description of how the integrity of the project baselines will be maintained.

Requirements and techniques for communication among stakeholders;.

Key management reviews for content, the extent of, and timing to address, open issues and pending decisions.

The project management plan may be either summary level or detailed, and may be composed of one or more subsidiary plans.

Each of the subsidiary plans is detailed to the extent required by the specific project. Once the project management plan is baselined, it may only be changed when a change request is generated and approved through the Perform Integrated Change Control process.

QUESTION 813

Who is responsible for reviewing change requests and approving or rejecting the change requests?

- A. Change control board
- B. Project manager
- C. Project management office
- D. Project sponsor

Correct Answer: A

Explanation:

Change Control Board (CCB). A formally chartered group responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project, and for recording and communicating such decisions.

QUESTION 814

Who MUST know when a risk event occurs so that a response can be implemented?

- A. Customers
- B. Project sponsors
- C. Project management team
- D. Insurance claims department.

Correct Answer: C

QUESTION 815

Within a matrix organization, dual reporting of team members is a risk for project success. Who is responsible for managing this dual reporting relationship factor?

- A. Functional manager
- B. Project manager
- C. Functional manager supported by the project manager
- D. Project management office

Correct Answer: B

QUESTION 816

Within project integration management, the statement of work (SOW) references which aspects of the project?

- A. Strategic plan, business need, and product scope description
- B. Contract, enterprise environmental factors, and organizational process assets
- C. Business plan, project management plan, and project schedule
- D. Product lifecycle, business objective, and management strategy

Correct Answer: A

Explanation:

4.1.1.1 Project Statement of Work

The project statement of work (SOW) is a narrative description of products, services, or results to be delivered by a project. For internal projects, the project initiator or sponsor provides the statement of work based on business needs, product, or service requirements.

For external projects, the statement of work can be received from the customer as part of a bid document, (e.g., a request for proposal, request for information, or request for bid) or as part of a contract. The SOW references the following:

Business need. An organization's business need may be based on a market demand, technological advance, legal requirement, government regulation, or environmental consideration.

Typically, the business need and the cost-benefit analysis are contained in the business case to justify the project.

Product scope description.

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The product scope description documents the characteristics of the product, service, or results that the project will be undertaken to create.

The description should also document the relationship between the products, services, or results being created and the business need that the project will address.

Strategic plan.

The strategic plan documents the organization's strategic vision, goals, and objectives and may contain a high-level mission statement.

All projects should be aligned with their organization's strategic plan. Strategic plan alignment ensures that each project contributes to the overall objectives of the organization.

QUESTION 817

Which tool or technique is used in the Develop Project Management Plan process?

- A. Pareto diagram
- B. Performance reporting
- C. SWOT analysis
- D. Expert judgment

Correct Answer: D

QUESTION 818

The review of a seller's progress toward achieving the goals of scope and quality within cost and schedule compared to the contract is known as:

- A. Work performance information.
- B. Inspections and audits.

- C. A contract change control system.
- D. Procurement performance reviews.

Correct Answer: D

QUESTION 819

Which statement summarizes the role of the change control board?

- A. The change control board is responsible for presenting the change for approval
- B. The change control board will analyze the change impact in terms of cost and schedule
- C. The change control board is responsible for managing the change management and configuration management systems
- D. The change control board is responsible for reviewing and approving changes to the project

Correct Answer: D

QUESTION 820

A contractor has provided hands-on training to a team member on new equipment that has been purchased as part of the project. The team member has acquired key insight and experience on the new equipment.

What is this an example of?

- A. Explicit knowledge
- B. Formal education
- C. Tacit knowledge
- D. Lessons learned

Correct Answer: A

QUESTION 821

Which action should the project manager take after the team finishes executing the scope?

- A. Verify the deliverables to ensure that they are correct and meet the customer's satisfaction
- B. Accept all the deliverables and deliver them to the customer for final acceptance

- C. Conduct a joint session with the customer, change the deliverables, and then request approval
- D. Check that all change requests were implemented and release deliverables to the customer

Correct Answer: C

QUESTION 822

Which tools and techniques will a project manager use to develop a project charter?

- A. Project manager experience, expert judgment, scope statement, and meetings
- B. Lessons learned database, interpersonal and team skills, cost baseline, and meetings
- C. Expert judgment, data gathering, scope statement, schedule baseline, and meetings
- D. Expert judgment, data gathering, interpersonal and team skills, and meetings

Correct Answer: C

QUESTION 823

The project manager needs to manage a critical issue immediately, and this requires action from the upper management of a specific stakeholder group. Which plan should the project manager consult?

- A. Risk management plan
- B. Communications management plan
- C. Change management plan
- D. Stakeholder engagement plan

Correct Answer: B

QUESTION 824

Which statement describes the Monitor Communications process?

- A. Evaluates the differences between the communications management plan and the reality of communications in a project
- B. Ensures that the information needs of the project and the stakeholders are met
- C. Ensures that project information is created, collected, and distributed in a timely and appropriate manner

D. Develops an appropriate and plan for communication of project activities

Correct Answer: B

QUESTION 825

Which kind of communication should the project manager use when creating reports for government bodies?

- A. Hierarchical
- B. External
- C. Formal
- D. Official

Correct Answer: B

QUESTION 826

How can a project manager maintain the engagement of stakeholders in a project with a high degree of change?

- A. Monitor project stakeholder relationships using engaging strategies and plans
- B. Send all project documents to stakeholders each time they are modified
- C. Schedule monthly meetings with the stakeholders, including team members
- D. Engage only with the project sponsors

Correct Answer: A

QUESTION 827

The project manager implemented the stakeholder engagement plan and realized that some updates should be made. Which components of the project management plan should be modified?

- A. Project charter and stakeholder engagement plan
- B. Risk management plan and stakeholder engagement plan
- C. Communications management plan and stakeholder engagement plan
- D. Project charter and communications management plan

Correct Answer: C

QUESTION 828

If a project manager effectively manages project knowledge, a key benefit is that:

- A. all stakeholders have access to the same information
- B. the project team is able to understand the project status
- C. project stakeholders have a clear picture of the project
- D. new knowledge is added to organizational process assets

Correct Answer: C

QUESTION 829

Which project documents can determine the budget?

- A. Procurement documents, contracts, requirements documentation, and basis of estimates
- B. Basis of estimates, cost estimates, project schedule, and risk register
- C. Business case, project charter, statement of work, and cost estimates
- D. Scope baseline, resource management plan, activity list, and assumption log

Correct Answer: B

QUESTION 830

Which conflict resolution technique is based on bringing some degree of satisfaction to all parties?

- A. Smooth/Accommodate
- B. Collaborate/Problem Solve
- C. Compromise/Reconcile
- D. Withdraw/Avoid

Correct Answer: C

QUESTION 831

What are the four management processes included in the Project Cost Management (PCM) method?

- A. Plan Cost Management, Estimate Costs, Determine Budget, Control Costs

- B. Control Costs, Project Cost Management, Determine Budget, Estimate Costs
- C. Estimate Activities, Control Costs, Project Cost Management, Determine Budget
- D. Control Quality, Project Cost Management, Estimate Costs, Determine Budget

Correct Answer: A

QUESTION 832

The activity of tailoring is necessary because:

- A. The members of the project team need to select the appropriate order of every tool, technique, input, and output listed in the PMBOK Guide; this is required for all projects.
- B. Each project is unique, and the members of the project team should select the appropriate tools, techniques, inputs, and outputs from the PMBOK Guide.
- C. The members of the project team need to understand the PMBOK Guide processes, which are applied to all projects.
- D. Each project is unique, and the project team must plan how to apply all the tools, techniques, inputs, and outputs in the PMBOK Guide.

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Correct Answer: B

QUESTION 833

Which are the competing constraints that a project manager should address when tailoring a project?

- A. Cost, scope, schedule
- B. Sponsorship, risk, quality
- C. Schedule, sponsorship, scope
- D. Resources, quality, communication

Correct Answer: A

Explanation:

Tailoring is necessary because each project is unique; not every process, tool, technique,

input, or output identified in the PMBoK® Guide is required on every project. Tailoring should address the competing constraints of scope, schedule, cost, resources, quality, and risk.

In addition, consideration of whether the customer of the project is internal or external to the organization may affect project management tailoring decisions. Sound project management methodologies take into account the unique nature of projects and allow tailoring, to some extent, by the project manager.

However, the tailoring that is included in the methodology may still require additional tailoring for a given project. And that brings us to the end of Tailoring.

QUESTION 834

Given the following information: Activity A takes one week. Activity B takes three weeks. Activity C takes two weeks. Activity D takes five weeks.

Activity A starts at the same time as Activity B. Activity C follows Activity B and Activity A. Activity D follows Activity C.

How long will it take to complete the project?

- A. 8 weeks
- B. 9 weeks
- C. 10 weeks
- D. 11 weeks

Correct Answer: C

QUESTION 835

The project team is using their current information, abilities, and experience to achieve project objectives; the

team is also developing new experiences, and the project manager is ensuring that the team is documenting new learnings in order to contribute to organizational knowledge.

In which process is the project team and project manager involved?

- A. Direct and manage project work
- B. Manage project knowledge
- C. Develop team
- D. Manage team

Correct Answer: C

QUESTION 836

Which of the following set of elements is part of an effective communications management plan?

- A. Escalation processes, person responsible for communicating the information, glossary of common terminology, methods or technologies used to convey the information.
- B. Phone book directory, stakeholder communication requirements, project charter, glossary of common terminology.
- C. Organizational chart, escalation processes, person responsible for communicating the information, project management plan, glossary of common terminology.
- D. Glossary of common terminology, constraints derived from specific legislation and regulation, person responsible for communicating information, project management plan, resource management plan.

Correct Answer: A

QUESTION 837

Two members of the team are having a conflict. The project manager decides that, in this case, the best solution is to bring some degree of satisfaction to all parties in order to temporarily or partially resolve the problem.

Which technique should the project manager use?

- A. Withdraw/Avoid
- B. Smooth/Accommodate
- C. Compromise/Reconcile
- D. Collaborate/Problem Solve

Correct Answer: C

QUESTION 838

Which is the order of steps in the Procurement Management process?

- A. Identifying and planning procurement requirements, obtaining quotes or proposals, negotiating with vendors, contracting with selected vendors, and controlling procurements.
- B. Identifying and planning procurement requirements, negotiating with vendors, contracting with selected vendors, obtaining quotes or proposals, and controlling procurements.
- C. Controlling procurements, identifying and planning procurement requirements, obtaining quotes or proposals, negotiating with vendors, and contracting with selected vendors.
- D. Obtaining quotes or proposals, identifying and planning procurement requirements, negotiating with vendors, contracting with selected vendors, and controlling procurements.

Correct Answer: A

QUESTION 839

After defining activities in project schedule management, which processes should a project manager follow?

- A. Sequence Activities and Estimate Activity Durations
- B. Estimate Activity Durations and Control Schedule
- C. Develop Schedule and Control Schedule
- D. Review Activities and Develop Schedule

Correct Answer: A

QUESTION 840

Which is an example of analogous estimating?

- A. Estimates are created by individuals or groups with specialized knowledge
- B. Estimates are created by using information about resources of previous similar projects
- C. Estimates are created by analyzing data
- D. Estimates are created at the task level and aggregated upwards

Correct Answer: B

QUESTION 841

The project manager and the project team are having a meeting with the purpose of identifying risks. Which tools and techniques might help in this process?

- A. Prompt lists and data analysis
- B. Reports and representations of uncertainty
- C. Data analysis and risk audits
- D. Interpersonal and team skills and project management information system

Correct Answer: B

QUESTION 842

How is the Project Scope Management process different in agile and adaptive projects than in traditional projects?

- A. Less time spent on defining scope early on
- B. More time spent on defining scope early on
- C. Less time spent on scope management process
- D. Project scope management is the same in all projects

Correct Answer: A

QUESTION 843

In a project using agile methodology, who may perform the quality control activities?

- A. A group of quality experts at specific times during the project
- B. The project manager only
- C. All team members throughout the project life cycle
- D. Selected stakeholders at specific times during the project

Correct Answer: D

QUESTION 844

The project manager is explaining to others the essential business aspects of the project. To which skill category does this ability belong?

- A. Technical project management skills
- B. Time management skills
- C. Strategic and business management skills
- D. Leadership skills

Correct Answer: C

QUESTION 845

A project manager is considering whether or not to procure a new vendor. What can the project manager use to determine a make-or-buy decision?

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- A. Data analysis
- B. Interpersonal skills
- C. Bidder conferences
- D. Bid documents

Correct Answer: A

QUESTION 846

Which tools and techniques should a project manager use to monitor risks?

- A. Expert judgment, data analysis, and interpersonal and team skills
- B. Data analysis, audits, and meetings
- C. Expert judgment, audits, and decision making
- D. Meetings, data gathering, and expert judgment

Correct Answer: D

QUESTION 847

Which are the most important competencies required for a project manager?

- A. Leadership, bilingualism, experience, and technical knowledge
- B. PMP certification, experience, technical knowledge, and post-graduate education
- C. Leadership, strategic and business management, project management knowledge, and technical knowledge
- D. Communication skills, project management knowledge, PMP certification, and availability to travel

Correct Answer: D

QUESTION 848

Which of the following is a category of organizational process assets?

- A. Government standards
- B. Organizational culture
- C. Employee capabilities
- D. Organizational knowledge bases

Correct Answer: D

QUESTION 849

Which is an example of an internal enterprise environmental factor?

- A. Market share brand recognition
- B. Factory location
- C. Local government regulation
- D. Industry research

Correct Answer: C

QUESTION 850

Which document can help a project manager to leverage historical project information?

- A. Lessons learned register
- B. Schedule baseline
- C. Work performance data
- D. Deliverable acceptance forms

Correct Answer: C

QUESTION 851

In an agile and adaptive project, which scope management entity involves stakeholder engagement?

- A. Collect Requirements
- B. Create work breakdown structure (WBS)
- C. Plan Scope Management
- D. Scope Baseline

Correct Answer: A

QUESTION 852

According to the PMI Talent Triangle, leadership skills relate to the ability to:

- A. understand the high-level overview of the organization
- B. tailor traditional and agile tools for the project
- C. work with stakeholders to develop an appropriate project delivery
- D. guide, motivate, and direct a team to reach project goals

Correct Answer: D

QUESTION 853

Which are required to create the schedule management plan?

- A. Scope baseline, work breakdown structure (WBS), estimated costs, and milestone list
- B. Resource management plan, organizational process assets, activity list, and business case
- C. Enterprise environmental factors, organizational process assets, project charter, and project management plan
- D. Activity list, project statement of work, project charter, and communications management plan

Correct Answer: C

QUESTION 854

Which of the following are outputs from the process of creating a work breakdown structure (WBS)?

- A. Project scope statement and accepted deliverables
- B. Scope baseline and project documents update
- C. Accepted deliverables and enterprise environmental factors
- D. Scope baseline and work performance information

Correct Answer: B

QUESTION 855

In Project Resource Management, which process uses recognition and rewards as a tool and technique?

- A. Control Resources
- B. Develop Team
- C. Manage Team
- D. Monitor Team

Correct Answer: B

QUESTION 856

The project manager is distributing project communications, collecting and storing project information, and retrieving documents when required. In which process is the project manager involved?

- A. Monitor Communications
- B. Plan Communications Management
- C. Manage Communications
- D. Manage Stakeholder Engagement

Correct Answer: C

QUESTION 857

What can increase the complexity of the Manage Stakeholder Engagement process?

- A. The project must be of high quality
- B. The stakeholders are from different countries
- C. The project must comply with strict local government regulations
- D. The project has a tight budget and timeline

Correct Answer: B

QUESTION 858

A new project manager wishes to recommend creating a project management office to senior management. Which statement would the project manager use to describe the importance of creating the project management office?

- A. It will give the project manager independence to make decisions without other departmental input.
- B. It integrates organizational data and information to ensure that strategic objectives are

fulfilled.

C. The project management office can execute administrative tasks.

D. The project management office can coordinate projects.

Correct Answer: D

QUESTION 859

In which project cost management process is work performance data an output?

A. Plan Cost Management

B. Estimate Costs

C. Determine Budget

D. Control Costs

Correct Answer: D

Explanation:

Work performance data is an output of the following processes:

- Direct and Manage Project Work

Work Performance Information Work performance information is used in the Monitoring and Controlling processes to analyze information such as the status of deliverables, the status of change requests, and forecasts such as estimate to complete (i.e., the work performance data).

Work performance information is an input of the following processes:

- Monitor and Control Project Work

Work performance information is an output of the following processes:

- Validate Scope
- Control Scope
- Control Schedule
- Control Costs
- Control Quality
- Control Communications
- Control Risks
- Control Procurements
- Control Stakeholder Engagement

QUESTION 860

Perform Quantitative Risk Analysis focuses on:

- A. compiling a list of known risks and preparing responses to them
- B. assessing the probability of occurrence and impact for every risk in the risk register
- C. evaluating the contingency and management reserves required for the project
- D. analyzing numerically the impact of individual risks on the overall project's time and cost objectives

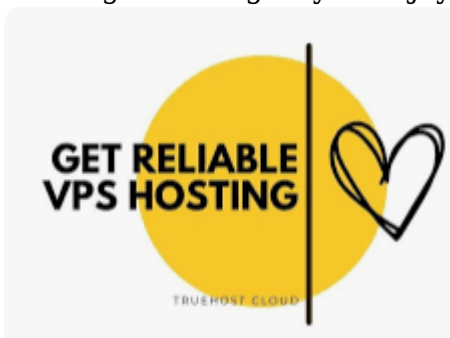
Correct Answer: D

Action Point

PS: I know you might agree with some of the points raised in this article or disagree with some of the issues raised.

Please share your thoughts on the topic discussed. We would appreciate it if you could drop your comment. Thanks in anticipation.

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