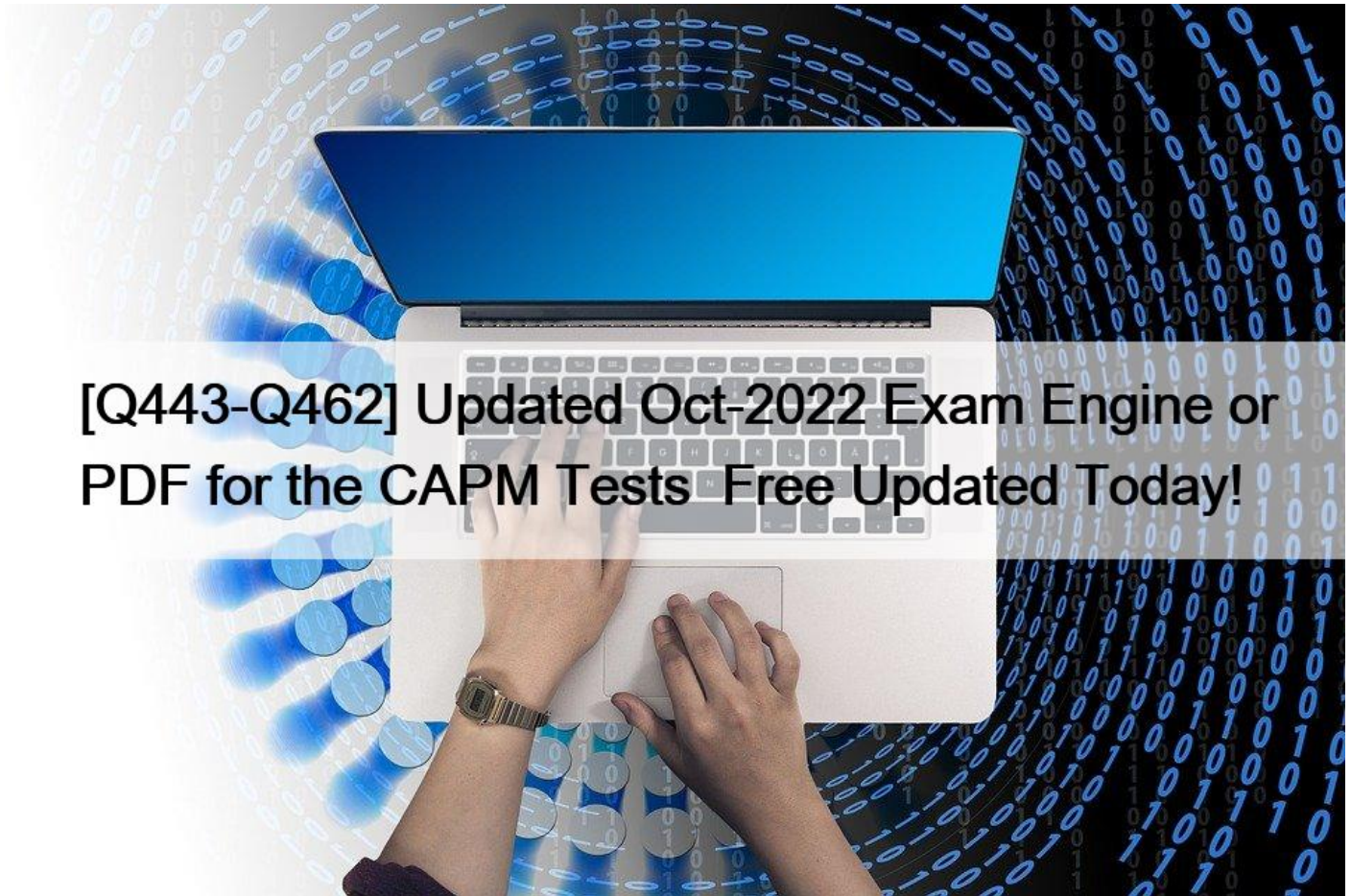


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Ultimate Guide to Prepare CAPM with Accurate PDF Questions

Target Audience for CAPM Exam The **Certified Associate in Project Management** exam targets individuals who want to develop in the field of project management by gaining up-to-date skills. It requires one to meet some prerequisites: - Having a high school diploma, or another secondary degree, or a global equivalent;- Completing at least 23 hours of education in project management before sitting for the CAPM test.

Also, an enrollment fee is required. It is \$225 for members of PMI and rises up to \$300 for other non-member candidates.

Skills Validated by CAPM

By excelling in the CAPM test and obtaining the certificate, the applicant verifies the ability to manage all the aspects of the project completion. These involve working in agile/adaptive environments, applying basic forecasting in the financial area, choosing appropriate ways for continuous improvement, understanding how to adjust risks, and knowing different types of agreements and contracts, among the rest.

NO.443 In the basic communication model, which term refers to the method that is used to convey the message?

- * Decode
- * Encode
- * Medium
- * Noise

NO.444 In which phase of team building activities do team members begin to work together and adjust their work habits and behavior to support the team?

- * Performing
- * Storming
- * Norming
- * Forming

Explanation/Reference:

Explanation:

One of the models used to describe team development is the Tuckman ladder (Tuckman, 1965; Tuckman

& Jensen, 1977), which includes five stages of development that teams may go through. Although it's common for these stages to occur in order, it's not uncommon for a team to get stuck in a particular stage or slip to an earlier stage. Projects with team members who worked together in the past may skip a stage.

Forming. This phase is where the team meets and learns about the project and their formal roles and

responsibilities. Team members tend to be independent and not as open in this phase.

Storming. During this phase, the team begins to address the project work, technical decisions, and the

project management approach. If team members are not collaborative and open to differing ideas and perspectives, the environment can become counterproductive.

Norming. In the norming phase, team members begin to work together and adjust their work habits and

behaviors to support the team. The team learns to trust each other.

Performing. Teams that reach the performing stage function as a well-organized unit. They are

interdependent and work through issues smoothly and effectively.

Adjourning. In the adjourning phase, the team completes the work and moves on from the project. This

typically occurs when staff is released from the project as deliverables are completed or as part of carrying out the Close Project or Phase process (Section 4.6).

The duration of a particular stage depends upon team dynamics, team size, and team leadership. Project managers should have a good understanding of team dynamics in order to move their team members through all stages in an effective manner.

NO.445 Which document can help a project manager to leverage historical project information?

- * Lessons learned register
- * Schedule baseline
- * Work performance data
- * Deliverable acceptance forms

Section: Volume E

Explanation/Reference: <https://www.workbreakdownstructure.com/work-breakdown-structure-according-to-pmbok.php>

NO.446 A method of obtaining early feedback on requirements by providing a working model of the expected product before actually building is known as:

- * Benchmarking.
- * Context diagrams.
- * Brainstorming.
- * Prototyping.

NO.447 In a functional organization, the director of an important stakeholder business group expressed concern to a line manager about the progress of the project. What should the line manager do next?

- * Hold a face-to-face meeting with the project manager and warn them
- * Point the director to a link where they can take a look at the reports
- * Invite stakeholders to attend monthly progress review meetings
- * Ask the project manager to update the monthly status report distribution list

Section: Volume E

NO.448 Which process documents the business needs of a project and the new product, service, or other result that is intended to satisfy those requirements?

- * Develop Project Management Plan
- * Develop Project Charter
- * Direct and Manage Project Execution
- * Collect Requirements

Section: Volume C

Explanation:

Process: 4.1. Develop Project Charter

Definition: The process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

Key Benefit: The key benefit of this process is a well-defined project start and project boundaries, creation of a formal record of the project, and a direct way for senior management to formally accept and commit to the project.

Inputs

1. Project statement of work
2. Business case
3. Agreements
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Facilitation techniques

Outputs

1. Project charter

NO.449 A full-time project manager with low to moderate authority and part-time administrative staff is working in an organizational structure with which type of matrix?

- * Strong
- * Weak
- * Managed
- * Balanced

Section: Volume B

Explanation

Explanation:

Project managers have the highest level of power and authority in a projectized organization. They also have high levels of power and authority in a strong matrix; however, a matrix organization is a blend of functional and projectized organizations, and therefore, the project manager does not have quite the same level of authority as they would in a projectized organization.

NO.450 The most appropriate project life cycle model for an environment with a high level of change and extensive stakeholder involvement in projects is:

- * adaptive
- * reflexive
- * predictive
- * iterative

NO.451 Which type of managers do composite organizations involve?

- * Functional managers and manager of project managers
- * Functional managers only
- * Project managers only
- * Technical managers and project managers

NO.452 Which of the following is an example of the objective of a quality audit?

- * Identify nonconformities, shortcomings, and gaps
- * Verify solution effectiveness
- * Perform data gathering
- * Conduct retrospective

Section: Volume E

Explanation/Reference: <https://project-management-knowledge.com/definitions/q/quality-audits/>

NO.453 When an activity cannot be estimated with a reasonable degree of confidence, the work within the activity is decomposed into more detail using which type of estimating?

- * Bottom-up
- * Parametric
- * Analogous
- * Three-point

Section: Volume C

Explanation:

7.2.2.4 Bottom-Up Estimating

Bottom-up estimating is a method of estimating a component of work. The cost of individual work packages or activities is estimated to the greatest level of specified detail. The detailed cost is then summarized or "rolled up" to higher levels for subsequent reporting and tracking purposes. The cost and accuracy of bottom-up cost estimating are typically influenced by the size and complexity of the individual activity or work package.

NO.454 What is project management?

- * A logical grouping of project management inputs, outputs, tools, and techniques
- * Applying knowledge, skills, tools, and techniques to project activities to meet the project requirements
- * Launching a process that can result in the authorization of a new project
- * A formal, approved document that defines how the project is executed, monitored, and controlled

NO.455 A project manager managing a cross-cultural virtual project team across several time zones should be concerned about the impacts of which communication technology factor?

- * Urgent information need
- * Sensitivity of information
- * Project environment
- * Ease of use

Explanation/Reference:

Explanation:

Project environment. There is a need to determine if the team will meet and operate on a face-to-face basis or in a virtual environment; whether they will be located in one or multiple time zones; whether they will use multiple languages for communication; and finally, whether there are any other project environmental factors, such as culture, which may affect communications.

NO.456 Within project integration management, the statement of work (SOW) references which aspects of the project?

- * Strategic plan, business need, and product scope description
- * Contract, enterprise environmental factors, and organizational process assets
- * Business plan, project management plan, and project schedule

- * Product lifecycle, business objective, and management strategy

NO.457 A project manager needs to deliver the project 2 weeks before the planned date without changing the scope.

Which of the following techniques may be applied to reevaluate the schedule?

- * What-if scenario analysis
- * Critical chain method
- * Schedule crashing
- * Resource leveling

Section: Volume E

Explanation:

6.6.2.7 Schedule Compression

Schedule compression techniques are used to shorten the schedule duration without reducing the project scope, in order to meet schedule constraints, imposed dates, or other schedule objectives. Schedule compression techniques include, but are not limited to:

Crashing. A technique used to shorten the schedule duration for the least incremental cost by adding

resources. Examples of crashing include approving overtime, bringing in additional resources, or paying to expedite delivery to activities on the critical path. Crashing works only for activities on the critical path where additional resources will shorten the activity's duration. Crashing does not always produce a viable alternative and may result in increased risk and/or cost.

Fast tracking. A schedule compression technique in which activities or phases normally done in sequence

are performed in parallel for at least a portion of their duration. An example is constructing the foundation for a building before completing all of the architectural drawings. Fast tracking may result in rework and increased risk. Fast tracking only works if activities can be overlapped to shorten the project duration.

NO.458 The Project Human Resource Management process that involves confirming human resource availability and obtaining the team necessary to complete project activities is:

- * Acquire Project Team.
- * Plan Human Resource Management.
- * Manage Project Team.
- * Develop Project Team.

Section: Volume B

Explanation:

Process: 9.2 Acquire Project Team

Definition: The process of confirming human resource availability and obtaining the team necessary to complete project activities.

Key Benefit: The key benefit of this process consists of outlining and guiding the team selection and responsibility assignment to obtain a successful team.

Inputs

1. Human resource management plan
2. Enterprise environmental factors
3. Organizational process assets

Tools & Techniques

1. Pre-assignment
2. Negotiation
3. Acquisition
4. Virtual teams
5. Multi-criteria decision analysis

Outputs

1. Project staff assignments
2. Resource calendars
3. Project management plan updates

NO.459 Which group is formally chartered and responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project and for recording and communicating decisions?

- * Project team
- * Focus group
- * Change control board
- * Project stakeholders

NO.460 The ways in which the roles and responsibilities, reporting relationships, and staffing management will be addressed and structured within a project is described in the:

- * Human resource management plan.
- * Activity resource requirements.
- * Personnel assessment tools,
- * Multi-criteria decision analysis.

Explanation/Reference:

Explanation:

9.1.3.1 Human Resource Management Plan

The human resource management plan, a part of the project management plan, provides guidance on how project human resources should be defined, staffed, managed, and eventually released. The human resource management plan and any subsequent revisions

are also inputs into the Develop Project Management Plan process.

Process: 9.1 Plan Human Resource Management

Definition: The process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan.

Key Benefit: The key benefit of this process is that it establishes project roles and responsibilities, project organization charts, and the staffing management plan including the timetable for staff acquisition and release.

Inputs

1. Project management plan
2. Activity resource requirements
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Organization charts and position descriptions
2. Networking
3. Organizational theory
4. Expert judgment
5. Meetings

Outputs

1. Human resource management plan

NO.461 Which input may influence quality assurance work and should be monitored within the context of a system for configuration management?

- * Work performance data
- * Project documents
- * Scope baseline
- * Requirements documentation

Explanation/Reference:

Explanation:

Configuration control is focused on the specification of both the deliverables and the processes; while change control is focused on identifying, documenting, and approving or rejecting changes to the project documents, deliverables, or baselines.

Some of the configuration management activities included in the Perform Integrated Change Control process are as follows:

Configuration identification. Identification and selection of a configuration item to provide the basis for

.

which the product configuration is defined and verified, products and documents are labeled, changes are managed, and accountability is maintained.

Configuration status accounting. Information is recorded and reported as to when appropriate data

.

about the configuration item should be provided. This information includes a listing of approved configuration identification, status of proposed changes to the configuration, and the implementation status of approved changes.

Configuration verification and audit. Configuration verification and configuration audits ensure the

.

composition of a project's configuration items is correct and that corresponding changes are registered, assessed, approved, tracked, and correctly implemented. This ensures the functional requirements defined in the configuration documentation have been met.

NO.462 Plan Communications Management develops an approach and plan for project communications based on stakeholders' needs and requirements and:

- * Available organizational assets
- * Project staff assignments
- * Interpersonal skills
- * Enterprise environmental factors

Explanation/Reference:

Explanation:

Process: 10.1 Plan Communications Management

Definition: The process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.

Key Benefit: The key benefit of this process is that it identifies and documents the approach to communicate most effectively and efficiently with stakeholders.

Inputs

1. Project management plan
2. Stakeholder register
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Communication requirements analysis
2. Communication technology
3. Communication models
4. Communication methods
5. Meetings

Outputs

1. Communications management plan
2. Project documents updates

Exam Overview

The exam for the PMI CAPM certification contains 150 multiple-choice questions, including 13 unscored items. The unscored questions will not influence on the final result and are included in the test for research purposes. The candidate will be given 3 hours to answer all the questions. The exam is available in multiple languages, including Arabic, Traditional Chinese, Simplified Chinese, Brazilian Portuguese, Japanese, Korean, French, German, English, Hebrew, Italian, Russian, Spanish, and Turkish. You can take it either as an online proctored option or at any authorized Pearson VUE testing center. The exam cost for the PMI members is \$225, while for the non-members, it is \$300. Every 3 years, the certificate holders should earn 15 PDUs to maintain their certification status and pay a renewal fee of \$60 (members) or \$150 (non-members).

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