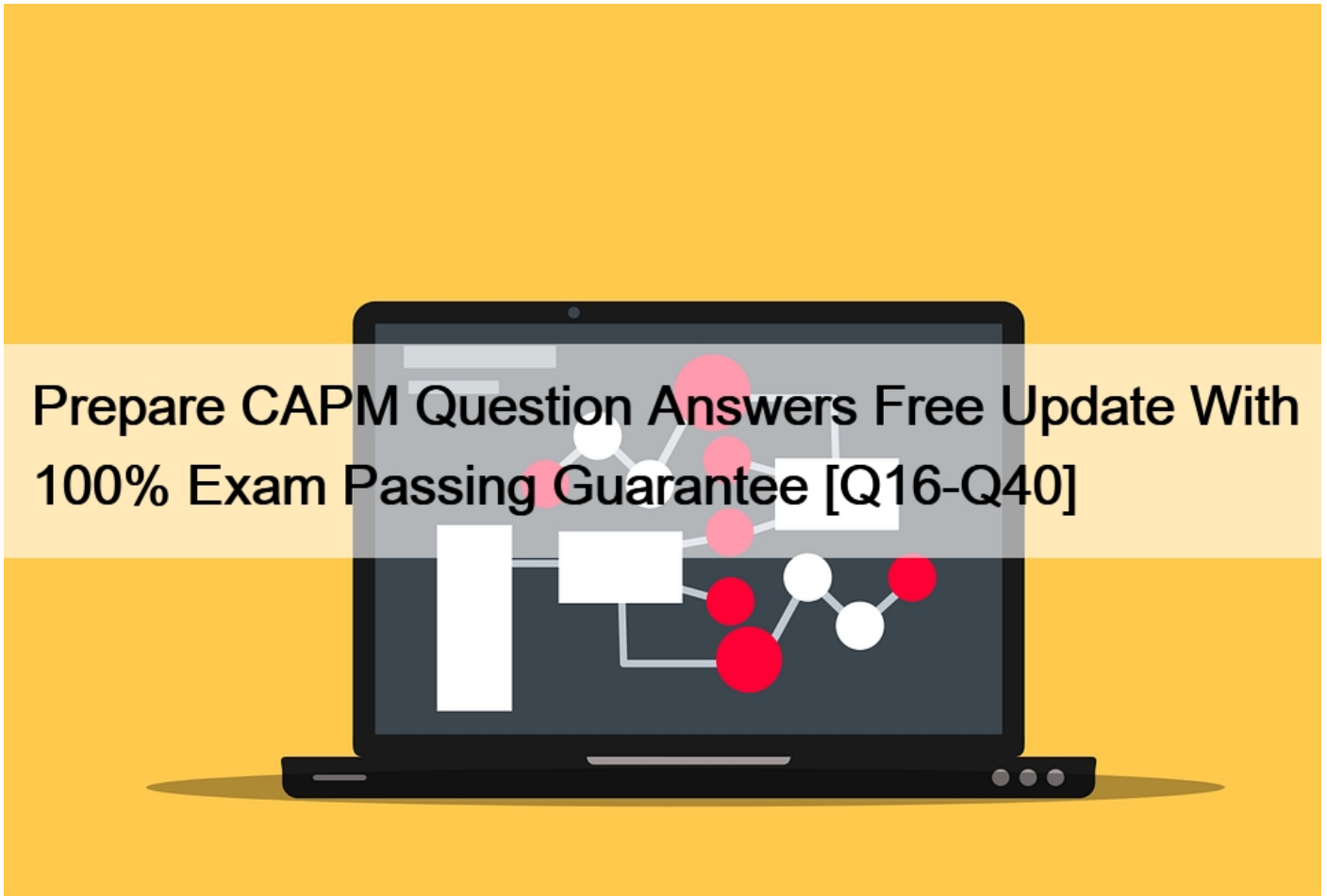


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Dumps Real PMI CAPM Exam Questions [Updated 2024]

What is the duration of CAPM Exam

The duration of this exam is 3 hours.

QUESTION 16

Which is the appropriate tool to identify the possible correlation two elements in a process?

- * Scatter diagram
- * Cause and effect diagram
- * Histogram
- * Control charts

QUESTION 17

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

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

QUESTION 18

A change log for communications can be used to communicate to the appropriate stakeholders that there are changes:

- * To the project management plan.
- * To the risk register.
- * In the scope verification processes.
- * And their impact to the project in terms of time, cost, and risk.

Explanation/Reference:

Explanation:

4.5.3.2 Change Log

A change log is used to document changes that occur during a project. These changes and their impact to the project in terms of time, cost, and risk, are communicated to the appropriate stakeholders. Rejected change requests are also captured in the change log.

13.3.1.3 Change Log

Described in Section 4.5.3.2. A change log is used to document changes that occur during a project.

These changes-and their impact on the project in terms of time, cost, and risk-are communicated to the appropriate stakeholders.

QUESTION 19

Which component of the project charter defines what the project's success will look like?

- * Project objective
- * Project approval requirements
- * Project exit criteria
- * High-level requirements

Section: Volume E

QUESTION 20

The process of defining how the project scope will be validated and controlled is known as:

- * Define Scope.
- * Develop Project Management Plan.
- * Plan Scope Management.
- * Plan Quality Management.

Explanation/Reference:

Explanation:

Process: 5.1 Plan Scope Management

Definition: The process of creating a scope management plan that documents how the project scope will be defined, validated, and controlled.

Key Benefit: The key benefit of this process is that it provides guidance and direction on how scope will be managed throughout the project.

Inputs

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

Tools & Techniques

1. Expert judgment
2. Meetings

Outputs

1. Scope management plan
2. Requirements management plan

QUESTION 21

Which are the main objectives of Project Risk Management?

- * Increase the probability of positive risks and decrease the probability of negative risks
- * Avoid all kind of risks
- * Increase the probability of positive risks and eliminate all negative risks
- * Identify positive and negative risks

Section: Volume E

Explanation/Reference:

QUESTION 22

Budgets reserved for unplanned changes to project scope and cost are:

- * Contingency reserves.
- * Management reserves.
- * Authorized budgets.
- * Cost baselines.

QUESTION 23

The project scope statement and resource calendars are inputs to which Project Time Management process?

- * Sequence Activities
- * Estimate Activity Resources
- * Develop Schedule
- * Control Schedule

QUESTION 24

A risk response strategy in which the project team shifts the impact of a threat, together with ownership of the response, to a third party is called:

- * mitigate
- * accept
- * transfer
- * avoid

QUESTION 25

What risk technique is used to quantify the probability and impact of risks on project objectives?

- * Expert judgment
- * Risk registry
- * Risk response planning
- * Interviewing

Section: Volume D

Explanation:

11.2.2.2 Information Gathering Techniques

Examples of information gathering techniques used in identifying risks can include:

Brainstorming. The goal of brainstorming is to obtain a comprehensive list of project risks. The project team

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usually performs brainstorming, often with a multidisciplinary set of experts who are not part of the team. Ideas about project risk are generated under the leadership of a facilitator, either in a traditional free-form brainstorm session or structured mass interviewing techniques. Categories of risk, such as in a risk breakdown structure, can be used as a framework. Risks are then identified and categorized by type of risk and their definitions are refined.

Delphi technique. The Delphi technique is a way to reach a consensus of experts. Project risk experts

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participate in this technique anonymously. A facilitator uses a questionnaire to solicit ideas about the important project risks. The responses are summarized and are then recirculated to the experts for further comment.

Consensus may be reached in a few rounds of this process. The Delphi technique helps reduce bias in the data and keeps any one

person from having undue influence on the outcome.

Interviewing. Interviewing experienced project participants, stakeholders, and subject matter experts helps

.

to identify risks.

Root cause analysis. Root-cause analysis is a specific technique used to identify a problem, discover the

.

underlying causes that lead to it, and develop preventive action.

QUESTION 26

Directing another person to get from one to another using a known set of expected behaviors are the ability to lead a team and inspire them to do their jobs well is related to?

- * Influence and challenge
- * Innovation and administration
- * Leadership and management
- * Engagement and guidance

QUESTION 27

The project management plan requires the acquisition of a special part available from a supplier located abroad. Which source selection method is being used?

- * Least cost
- * Qualifications only
- * Sole source
- * Fixed budget

QUESTION 28

Which are examples of processes that may be used once or at predefined points in the project life cycle?

- * Develop Project Charter and Close Project or Phase
- * Define Activities and Acquire Resources
- * Control Schedule and Conduct Procurements
- * Monitor Communications and Control Costs

Section: Volume E

Explanation/Reference: <https://www.greycampus.com/opencampus/project-management-professional/closing-a-project-or-phase>

QUESTION 29

A project using the agile/adaptive approach has reached the Project Integration Management phase.

What

is the project manager's key responsibility during this phase?

- * Defining the scope of the project
- * Building a collaborative environment
- * Creating a detailed project management plan
- * Directing the delivery of the project

QUESTION 30

Organizational process assets

Tools & Techniques

1. Expert judgment
2. Meetings

Outputs

1. Scope management plan
2. Requirements management plan
4. Which tool or technique is an examination of industry and specific vendor capabilities?
 - * Independent estimates
 - * Market research
 - * Analytical techniques
 - * Bidder conferences

QUESTION 31

Which of the following factors within a company cloud trigger the creation of a project?

- * Need to lower production costs to remain competitive
- * Need to submit a warranty claim for a faulty product
- * Need to submit the monthly production report
- * Need to define next month's production goals

QUESTION 32

Which of the following tools and techniques is used in the Develop Project Team process?

- * Acquisitions
- * Organizational theories
- * Team-building activities
- * Virtual teams

Explanation/Reference:

Explanation:

9.3.2.3 Team-Building Activities

Team-building activities can vary from a 5-minute agenda item in a status review meeting to an off-site, professionally facilitated experience designed to improve interpersonal relationships. The objective of team-building activities is to help individual team

members work together effectively. Team-building strategies are particularly valuable when team members operate from remote locations without the benefit of face-to-face contact. Informal communication and activities can help in building trust and establishing good working relationships.

As an ongoing process, team building is crucial to project success. While team building is essential during the initial stages of a project, it is a never-ending process. Changes in a project environment are inevitable, and to manage them effectively, a continued or a renewed team-building effort should be applied. The project manager should continually monitor team functionality and performance to determine if any actions are needed to prevent or correct various team problems.

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.

9.3 Develop Project Team

Definition: The process of improving competencies, team member interaction, and overall team environment to enhance project performance.

Key Benefit: The key benefit of this process is that it results in improved teamwork, enhanced people skills and competencies, motivated employees, reduced staff turnover rates, and improved overall project performance.

Inputs

1. Human resource management plan
2. Project staff assignments
3. Resource calendars

Tools & Techniques

1. Interpersonal skills
2. Training
3. Team-building activities
4. Ground rules
5. Colocation
6. Recognition and rewards
7. Personnel assessment tools

Outputs

1. Team performance assessments
2. Enterprise environmental factors updates

QUESTION 33

A project manager is performing a specific process and has a list of accepted deliverables. One of the stakeholders points out that they have just reviewed the verified deliverables, and come up with the list of accepted deliverables. Which process is being referred to?

A project manager is performing a specific process and has a list of accepted deliverables. One of the stakeholders points out that they have just reviewed the verified deliverables, and come up with the list of accepted deliverables. Which process is being referred to?

- * Control Quality
- * Validate Scope
- * Validate Quality
- * Control Scope

QUESTION 34

When a project is undertaken to reduce defects in a product or service, the objective of the project is to create a/an:

- * improvement
- * program
- * result
- * portfolio

QUESTION 35

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

- * Activity cost estimates
- * Earned value management
- * Cost management plan
- * Cost baseline

QUESTION 36

Which provides the basic framework for managing a project?

- * Project life cycle
- * Work breakdown structure (WBS)
- * Enterprise environmental factors
- * Project initiation

Section: Volume D

Explanation:

Project Life Cycle. The series of phases that a project passes through from its initiation to its closure.

QUESTION 37

Lessons learned are created and project resources are released in which Process Group?

- * Planning
- * Executing
- * Closing
- * Initiating

QUESTION 38

An output of the Manage Project Team process is:

- * project management plan updates
- * project staff assignments updates
- * team performance assessments
- * resource calendar updates

QUESTION 39

Whose approval may be required for change requests after change control board (CCB) approval?

- * Functional managers
- * Business partners

- * Customers or sponsors
- * Subject matter experts

QUESTION 40

Activity cost estimates are quantitative assessments of the probable costs required to:

- * Create WBS.
- * complete project work.
- * calculate costs.
- * Develop Project Management Plan.

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