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The Project Management Institute (PMI) Certified Associate in Project Management (CAPM) certification is a globally recognized credential that validates a project manager's fundamental knowledge and understanding of project management concepts, principles, and techniques. The CAPM certification is designed for individuals who are new to the project management field and want to demonstrate their commitment to professional excellence. It is an entry-level certification that provides a solid foundation for individuals who aspire to become project managers.

PMI CAPM (Certified Associate in Project Management) Certification Exam is a globally recognized certification for individuals who are starting their careers in project management. Certified Associate in Project Management (CAPM) certification is designed to validate a candidate's fundamental knowledge of project management concepts and processes. The PMI CAPM certification is offered by the Project Management Institute (PMI), a leading organization for project management professionals worldwide.

NEW QUESTION 167

Which are the most important competencies required for a project manager?
* Leadership, bilingualism, experience, and technical knowledge
* PMP certification, experience, technical knowledge, and post-graduate education
* Leadership, strategic and business management, project management knowledge, and technical knowledge
* Communication skills, project management knowledge, PMP certification, and availability to travel
Section: Volume E

NEW QUESTION 168

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
Section: Volume E

Explanation:

4.1.1.1 Project Statement of Work Page 67

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

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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. The product scope description documents the characteristics of the product,

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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

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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.

NEW QUESTION 169

When does the project team determine which dependencies are discretionary?
* Before the Define Activities process

* During the Define Activities process
* Before the Sequence Activities process
* During the Sequence Activities process
Explanation/Reference:

Explanation:

6.3.2.2 Dependency Determination

Dependencies may be characterized by the following attributes: mandatory or discretionary, internal or external, as described below. Dependency has four attributes, but two can be applicable at the same time in following ways: mandatory external dependencies, mandatory internal dependencies, discretionary external dependencies, or discretionary internal dependencies.

Mandatory dependencies. Mandatory dependencies are those that are legally or contractually required

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or inherent in the nature of the work. Mandatory dependencies often involve physical limitations, such as on a construction project, where it is impossible to erect the superstructure until after the foundation has been built, or on an electronics project, where a prototype has to be built before it can be tested.

Mandatory dependencies are also sometimes referred to as hard logic or hard dependencies. Technical dependencies may not be mandatory. The project team determines which dependencies are mandatory during the process of sequencing the activities. Mandatory dependencies should not be confused with assigning schedule constraints in the scheduling tool.

Discretionary dependencies. Discretionary dependencies are sometimes referred to as preferred logic,

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preferential logic, or soft logic. Discretionary dependencies are established based on knowledge of best practices within a particular application area or some unusual aspect of the project where a specific sequence is desired, even though there may be other acceptable sequences. Discretionary dependencies should be fully documented since they can create arbitrary total ?oat values and can limit later scheduling options. When fast tracking techniques are employed, these discretionary dependencies should be reviewed and considered for modifcation or removal. The project team determines which dependencies are discretionary during the process of sequencing the activities.

External dependencies. External dependencies involve a relationship between project activities and

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non-project activities. These dependencies are usually outside the project team’s control. For example, the testing activity in a software project may be dependent on the delivery of hardware from an external source, or governmental environmental hearings may need to be held before site preparation can begin on a construction project. The project management team determines which dependencies are external during the process of sequencing the activities.

Internal dependencies. Internal dependencies involve a precedence relationship between project

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activities and are generally inside the project team’s control. For example, if the team cannot test a machine until they

assemble it, this is an internal mandatory dependency. The project management team determines which dependencies are internal during the process of sequencing the activities.

Process: 6.3 Sequence Activities

Definition: The process of identifying and documenting relationships among the project activities.

Key Benefit: The key benefit of this process is that it defines the logical sequence of work to obtain the greatest efficiency given all project constraints.

Inputs

1. Schedule management plan

2. Activity list

3. Activity attributes

4. Milestone list

5. Project scope statement

6. Enterprise environmental factors

7. Organizational process assets

Tools & Techniques

1. Precedence diagramming method (PDM)

2. Dependency determination

3. Leads and lags

Outputs

1. Project schedule network diagrams

2. Project documents updates

NEW QUESTION 170

A project is just beginning, and management creates a long list of potential stakeholders. Which statement about identifying and engaging stakeholders is correct?
* The project manager should identify and deal with stakeholders only during the execution phase.
* Stakeholder satisfaction should be identified immediately and managed as a project objective.
* The project manager should focus on project objectives and deal with stakeholders as a secondary priority.
* Stakeholder satisfaction is the most important goal, and project objectives should be considered a secondary priority.

NEW QUESTION 171

The three processes of Project Cost Management are:
* Estimate Costs, Control Schedule, and Control Costs.
* Estimate Costs, Determine Budget, and Estimate Activity Resources.
* Determine Budget, Control Schedule, and Estimate Activity Resources.
* Estimate Costs, Determine Budget, and Control Costs.
Explanation/Reference:

Explanation:

7. Project Cost Management

7.1 Plan Cost Management

7.2 Estimate Costs

7.3 Determine Budget

7.4 Control Costs

NEW QUESTION 172

The Perform Integrated Change Control process occurs in which Process Group?
* Initiating
* Executing
* Monitoring and Controlling
* Planning
Explanation/Reference:

Explanation:

Monitoring and Controlling Process Group

4.4 Monitor and Control Project Work

4.5 Perform Integrated Change Control

5.5 Validate Scope

5.6 Control Scope

6.7 Control Schedule

7.4 Control Costs

8.3 Control Quality

10.3 Control Communications

11.6 Control Risks

12.3 Control Procurements

13.4 Control Stakeholder Engagement

NEW QUESTION 173

Which set of tools and techniques is useful for estimating activity durations for the project schedule?
* Brainstorming, Monte Carlo Simulation, analogous estimation
* Three-point estimation, resources leveling, iteration burndown chart
* Milestone charts, parametric estimation, schedule baseline
* Parametric estimation, three-point estimation, analogous estimation

NEW QUESTION 174

Which process includes prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact?
* Perform Qualitative Risk Analysis
* Perform Quantitative Risk Analysis
* Plan Risk Management
* Plan Risk Responses
Section: Volume C

Explanation:

Process: 11.3 Perform Qualitative Risk Analysis

Definition: The process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.

Key Benefit: The key benefit of this process is that it enables project managers to reduce the level of uncertainty and to focus on high-priority risks.

Inputs

1. Risk management plan

2. Scope baseline

3. Risk register

4. Enterprise environmental factors

5. Organizational process assets

Tools & Techniques

1. Risk probability and impact assessment

2. Probability and impact matrix

3. Risk data quality assessment

4. Risk categorization

5. Risk urgency assessment

6. Expert judgment

Outputs

1. Project documents updates

NEW QUESTION 175

Which of the following is a conflict resolution technique that emphasizes areas of agreement rather than areas of difference?
* Compromising
* Collaborating
* Smoothing
* Problem Solving
Section: Volume D

Explanation:

There are five general techniques for resolving con?ict. As each one has its place and use, these are not given in any particular order:

Withdraw/Avoid. Retreating from an actual or potential con?ict situation; postponing the issue to be better

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prepared or to be resolved by others.

Smooth/Accommodate. Emphasizing areas of agreement rather than areas of difference; conceding one’s

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position to the needs of others to maintain harmony and relationships.

Compromise/Reconcile. Searching for solutions that bring some degree of satisfaction to all parties in order

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to temporarily or partially resolve the con?ict.

Force/Direct. Pushing one’s viewpoint at the expense of others; offering only win-lose solutions, usually
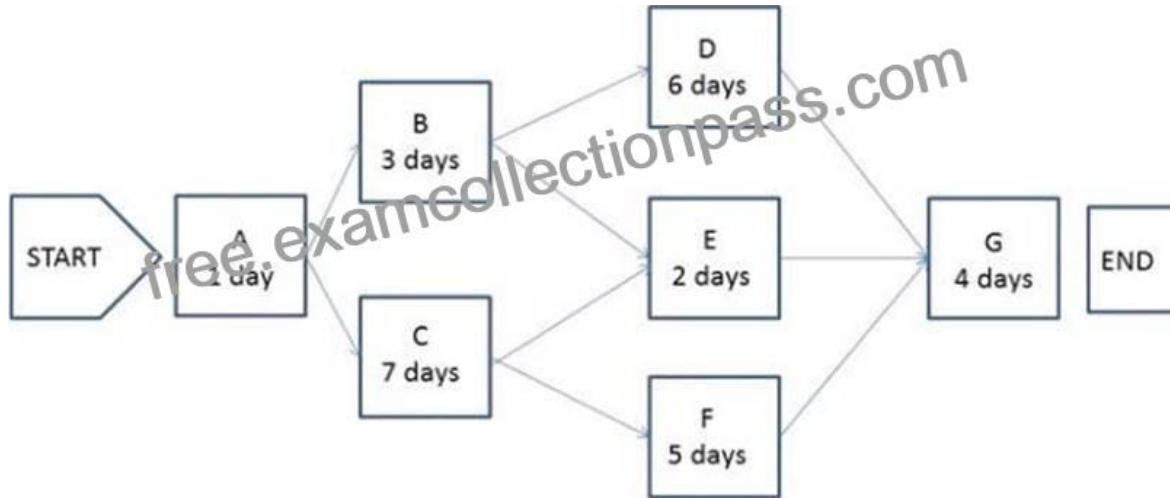
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enforced through a power position to resolve an emergency.

Collaborate/Problem Solve. Incorporating multiple viewpoints and insights from differing perspectives;

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requires a cooperative attitude and open dialogue that typically leads to consensus and commitment.

NEW QUESTION 176

The following is a network diagram for a project.

What is the critical path for the project?
* A-B-D-G
* A-B-E-G
* A-C-F-G
* A-C-E-G

NEW QUESTION 177

The features and functions that characterize a result, product, or service can refer to:
* project scope
* product scope
* service scope
* product breakdown structure
Section: Volume E

Explanation

Explanation/Reference: https://www.memrise.com/course/352178/pmbok-5-project-management-exam-study/27/

NEW QUESTION 178

For a stakeholder with low interest and high power, the project manager should:
* Monitor the stakeholder.

* Manage the stakeholder closely.
* Keep the stakeholder satisfied.
* Keep the stakeholder informed.
Section: Volume B

NEW QUESTION 179

The project manager at an organization has just realized that some of the engineering staff has been allocated to project Y and will not be available to finish task X.

The project manager has also discovered that at the current pace, it will not be possible to complete the project on time. Due to cost constraints, hiring more work force is not a viable option.

Which tools are at the manager’s disposal?
* Resource leveling and fast tracking
* Fast tracking and crashing
* Crashing and applying leads and lags
* Scheduling tools and applying leads and lags

NEW QUESTION 180

Who, along with the project manager, is supposed to direct the performance of the planned project activities and manage the various technical and organizational interfaces that exist within the project?
* The customer and functional managers
* The risk owners and stakeholders
* The sponsors and stakeholders
* The project management team
Section: Volume C

NEW QUESTION 181

Which is the order of steps in the Procurement Management process?
* Identifying and planning procurement requirements, obtaining quotes or proposals, negotiating with vendors, contracting with selected vendors, and controlling procurements
* Identifying and planning procurement requirements, negotiating with vendors, contracting with selected vendors, obtaining quotes or proposals, and controlling procurements
* Controlling procurements, identifying and planning procurement requirements, obtaining quotes or proposals, negotiating with vendors, and contracting with selected vendors
* Obtaining quotes or proposals, identifying and planning procurement requirements, negotiating with vendors, contracting with selected vendors, and controlling procurements

NEW QUESTION 182

Which tool or technique is used to develop a project charter?
* Project manager information systems
* Expert judgment
* Change control meetings
* Brainstorming

NEW QUESTION 183

The project manager is dividing the project scope into smaller pieces, and repeating this process until no more subdivisions are required. At this point the project manager is able to estimate costs and activities for each element.

What are these elements called?
* Project activities
* Work packages
* Planning packages
* Project deliverables
Explanation/Reference:

Reference: http://www.free-management-ebooks.com/faqpm/scope-06.htm

NEW QUESTION 184

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?
* It will give the project manager independence to make decisions without other departmental input.
* It integrates organizational data and information to ensure that strategic objectives are fulfilled.
* The project management office can execute administrative tasks.
* The project management office can coordinate projects.
Section: Volume E

Explanation/Reference: https://www.theprojectgroup.com/blog/en/why-a-pmo-is-important/

NEW QUESTION 185

Which type of analysis is used as a general management technique within the Plan Procurements process?
* Risk assessment analysis
* Make or buy analysis
* Contract value analysis
* Cost impact analysis

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