**Vendor:** PMI

**Exam Code:** CAPM

**Exam Name:** Certified Associate in Project Management (CAPM)

**Version:** DEMO

**QUESTION 1**
What process in Project Risk Management prioritizes project risks?

A.  Perform Qualitative Risk Analysis
B.  Perform Quantitative Risk Analysis
C.  Plan Risk Responses
D.  Implement Risk Responses

**Answer:** A
**Explanation:**
Perform Qualitative Risk Analysis - the process of prioritizing project risks for further analysis or action by assessing their probability of occurrence and impact as well as other characteristics.


**QUESTION 2**
During what project management process does the project team begin identifying risks?

A.  Initiating
B.  Planning
C.  Executing
D.  Monitoring and Controlling

**Answer:** B
**Explanation:**
You also need in-depth risk identification sessions at specific critical points in project planning where you take a broader look at the project as a whole.


**QUESTION 3**
What should a project manager use to determine how much money is needed to complete a project?

A.  Earned value management (EVM)
B.  Estimate at completion (EAC)
C.  Earned value analysis (EVA)
D.  Budget at completion (BAC)

**Answer:** B
**Explanation:**
Estimate at Completion (EAC). The expected total cost of completing all work expressed as the sum of the actual cost to date and the estimate to complete.


**QUESTION 4**
Drag and Drop Question

Match the project manager's sphere of influence with the associated primary role.

| Project Manager's Sphere of Influence | | Project Manager's Primary Role |
|---|---|---|
| Professional discipline | | Use informal and formal networks for communication among the sponsor, team, and stakeholders |
| The organization | | Advocate the project's value in interactions with other project managers to effectively gain the required resources and funding |
| The industry | | Apply and transfer knowledge continuously to related professions |
| The project | | Keep abreast of emerging technology developments and the changing market |

**Answer:**

| Project Manager's Sphere of Influence | | Project Manager's Primary Role |
|---|---|---|
| | The project | Use informal and formal networks for communication among the sponsor, team, and stakeholders |
| | The organization | Advocate the project's value in interactions with other project managers to effectively gain the required resources and funding |
| | Professional discipline | Apply and transfer knowledge continuously to related professions |
| | The industry | Keep abreast of emerging technology developments and the changing market |

**QUESTION 5**

A project has an estimated duration of 10 months with a total budget of US$220,000. At the end of the fifth month, it is estimated that at completion, the project will incur US$250,000.

If the actual cost (AC) calculated is US$150,000, what is the earned value (EV) of the project?

 A.  US$-30,000
 B.  US$120,000
 C.  US$370,000
 D.  US$400,000

**Answer:** B
**Explanation:**
EAC = US$250,000.
BAC = US$220,000
AC = US$150,000
EAC = AC + BAC - EV
EV = AC + BAC - EAC
EV = US$150,000 + US$220,000 - US$250,000
EV = US$120,000


**QUESTION 6**
A project manager is preparing to meet with three crucial project stakeholders on a new project. Which tools and techniques can the project manager use to capture stakeholder interest?

 A.  Review stakeholder register and meeting
 B.  Data analysis and communication skills
 C.  Data gathering and data analysis
 D.  Communication skills and cultural awareness

**Answer:** D
**Explanation:**
Tools and Techniques in Manage Stakeholders Engagement process are:
- Expert Judgement
- Communications Skills (Feedback)
- Interpersonal and Team skills (Cultural awareness, Negotiation, Observation Conversation, Political Awareness, Conflict Management)
- Ground Rules
- Meetings


**QUESTION 7**
At what stages of a project should the Identify Stakeholders process be performed?

 A.  When beginning each phase of the project
 B.  At the beginning of the project only
 C.  Only when the project manager is concerned about stakeholder satisfaction
 D.  When the project charter is produced, at the beginning of each phase, and when significant changes occur

**Answer:** D
**Explanation:**
At the time of the creation of the Project Charter, repeated at the start of each phase, and if a significant change in the project or organization occurs.

**QUESTION 8**
A project manager needs to request outside support for a statement of work (SOW) that is not precise. Which kind of contract does the project manager need to create?

A. Time and material (T&M)
B. Cost plus fixed fee (CPFF)
C. Fixed price
D. Cost plus award fee (CPAF)

**Answer:** A
**Explanation:**
Time and material contracts (T&M). Time and material contracts (also called time and means) are a hybrid type of contractual arrangement with aspects of both cost-reimbursable and fixed-price contracts. They are often used for staff augmentation, acquisition of experts, and any outside support when a precise statement of work cannot be quickly prescribed.

**QUESTION 9**
The project manager has the following information about the estimated duration for an activity:

- Most likely [tM] – 15 days
- Pessimistic [tP] – 20 days
- Optimistic [tO] – 10 days

What is the estimated duration of this activity, according to the triangular distribution technique?

A. 10 days
B. 15 days
C. 12.5 days
D. 5 days

**Answer:** B
**Explanation:**
Depending on the assumed distribution of values within the range of the three estimates, the expected duration, $t_E$, can be calculated. One commonly used formula is triangular distribution: $t_E = (t_O + t_M + t_P) / 3$.

**QUESTION 10**
What should the project manager use to evaluate the politics and power structure among stakeholders inside and outside of the organization?

A. Expert judgment
B. Interpersonal skills
C. Team agreements
D. Communication skills

**Answer:** A
**Explanation:**

---

Expert Judgment is a term that refers a specifically to a technique in which judgment is made based upon a specific set of criteria and/or expertise that has been acquired in a specific knowledge area, or product area, a particular discipline, an industry, etc.

**QUESTION 11**
If you established a contingency reserve including time, money, and resources, how are you handling risk?

A. Accepting
B. Transferring
C. Avoiding
D. Mitigating

**Answer:** A
**Explanation:**
Risk acceptance acknowledges the existence of a threat, but no proactive action is taken. This strategy may be appropriate for low-priority threats, and it may also be adopted where it is not possible or cost-effective to address a threat in any other way. Acceptance can be either active or passive. The most common active acceptance strategy is to establish a contingency reserve, including amounts of time, money, or resources to handle the threat if it occurs. Passive acceptance involves no proactive action apart from periodic review of the threat to ensure that it does not change significantly.

**QUESTION 12**
Which of the following conditions should the project manager consider when working on the scheduling for an adaptive environment?

A. Defining, sequencing, estimating activity durations, and developing a schedule model are so tightly linked that they are viewed as a single process.
B. The detailed project schedule should remain flexible throughout the project to accommodate newly gained knowledge.
C. An iterative scheduling and on-demand, pull-based scheduling will be required.
D. To address the full delivery schedule, a range of techniques may be needed and then need to be adapted.

**Answer:** C
**Explanation:**
Adaptive approaches use short cycles to undertake work, review the results, and adapt as necessary. These cycles provide rapid feedback on the approaches and suitability of deliverables, and generally manifest as iterative scheduling and on-demand, pull-based scheduling, as discussed in the section on Key Trends and Emerging Practices in Project Schedule Management.

**QUESTION 13**
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?

A. Defining the scope of the project
B. Building a collaborative environment
C. Creating a detailed project management plan
D. Directing the delivery of the project

**Answer:** B
**Explanation:**
Considerations for Agile Adaptive Environments: PM's focus is on building a collaborative decision-making environment and ensuring team has ability to respond to change.


**QUESTION 14**
The project manager is working with some functional managers and stakeholders on the resource management plan. Which elements may be included in this plan?

A.  Team values, team agreements, and conflict resolution process
B.  Conflict resolution process, communication guidelines, and meeting schedules
C.  Team roles and responsibilities, team management, and training plan
D.  Resource requirements, resource assignments, and team performance assessments

**Answer:** C
**Explanation:**
The plan may include: Identification of resources, aquiring resources, roles and responsabilities, project charts, resource management, training, team development, resource control, recognition plan.


**QUESTION 15**
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

**Answer:** C
**Explanation:**
For example, in agile projects, the Control Quality activities may be performed by all team members throughout the project life cycle. In waterfall model-based projects, the quality control activities are performed at specific times, toward the end of the project or phase, by specified team members.


**QUESTION 16**
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

**Answer:** C
**Explanation:**

Compromise/reconcile. Searching for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict. This approach occasionally results in a lose-lose situation.

**QUESTION 17**
As a project manager, you know that the most important activity to ensure customer and stakeholder satisfaction is which of the following?

A. Documenting and meeting the requirements
B. Reporting project status regularly and in a timely manner
C. Documenting and meeting the performance measurements
D. Reporting changes and updating the project plan and other project documents where appropriate

**Answer:** A
**Explanation:**
Documenting the requirements and meeting them is one of the key things you can do to ensure customer satisfaction

**QUESTION 18**
Which of the following is true about a project charter?

A. A project charter should be published under the name of a manager external to the project.
B. A project charter should be published under the project sponsor's name.
C. A project charter should be published under the name of the project manager.
D. A project charter should be published under the name of the project champion.

**Answer:** A
**Explanation:**
According to the PMBOK Guide, a project charter should be published by a manager external to the project but with sufficient power and authority to carry it off.

**QUESTION 19**
Which process involves coordinating people and other resources to carry out a plan?

A. Executing processes
B. Planning processes
C. Controlling Processes
D. Closing processes

**Answer:** A
**Explanation:**
Planning Processes :Approach to executing project. Executing processes :Coordinating people and other resources. Controlling Processes :Monitoring, measuring, and taking corrective action. Closing processes : Formal product acceptance and end of project.

**QUESTION 20**
During _____ project management process, stakeholder's ability to influence project results is high?

A. Initiating

B.  Planning
C.  Monitoring and Controlling
D.  Executing

**Answer:** A
**Explanation:**
The Initiating process is where stakeholders have the greatest ability to influence outcomes of the project. Risk is highest during this stage because of the high degree of unknown factors.

**QUESTION 21**
As a project manager, you know that the most important activity to ensure customer and stakeholder satisfaction is:

A.  Documenting and meeting the requirements
B.  Reporting project status regularly and in a timely manner
C.  Documenting and meeting the performance measurements
D.  Reporting changes and updating the project plan and other project documents where appropriate

**Answer:** A
**Explanation:**
Documenting the requirements and meeting them is one of the key things you can do to ensure customer satisfaction.

**QUESTION 22**
A project is considered successful when:

A.  The project meets or exceeds the expectations of the stakeholders.
B.  The product of the project has been manufactured.
C.  The project sponsor announces the completion of the project.
D.  None of the above

**Answer:** A
**Explanation:**
A project is considered successful when stakeholder needs and expectations are met or exceeded.

**QUESTION 23**
You are the project manager and have just completed the Collect Requirements and Define Scope process. What should you do next?

A.  Create WBS
B.  Verify Scope
C.  Value analysis
D.  Control Scope

**Answer:** A
**Explanation:**
Create the WBS is the process that follows Collect Requirements and Define Scope.

# Thank You for Trying Our Product

## Braindump2go Certification Exam Features:

★ More than **99,900** Satisfied Customers Worldwide.

★ Average **99.9%** Success Rate.

★ **Free Update** to match latest and real exam scenarios.

★ **Instant Download** Access! No Setup required.

★ Questions & Answers are downloadable in **PDF** format and **VCE** test engine format.

★ Multi-Platform capabilities - **Windows, Laptop, Mac, Android, iPhone, iPod, iPad**.

★ **100%** Guaranteed Success or **100%** Money Back Guarantee.

★ **Fast**, helpful support **24x7**.

View list of all certification exams: http://www.braindump2go.com/all-products.html

**10% Discount Coupon Code:   ASTR14**