

➤ **Vendor: PMI**➤ **Exam Code: CAPM**➤ **Exam Name: Certified Associate in Project Management (CAPM)**➤ **New Updated Questions from [Braindump2go](https://www.braindump2go.com) (Updated in [July/2020](https://www.braindump2go.com))****Visit Braindump2go and Download Full Version CAPM Exam Dumps****QUESTION 1636**

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**QUESTION 1637**

What is the purpose of the project management process groups?

- A. To define a new project
- B. To track and monitor processes easily
- C. To logically group processes to achieve specific project objectives
- D. To link specific process inputs and outputs

Answer: C**QUESTION 1638**

In an adaptive project environment, which action helps the project manager ensure that the team is comfortable with changes?

- A. Having control over the planning and delivery of the products without delegating decisions
- B. Giving access to information to the team and frequent team checkpoints
- C. Selecting different team members to take the project manager role during reviews with stakeholders
- D. Asking the control change board to approve changes before notifying the team

Answer: B**QUESTION 1639**

Which tasks should a project manager accomplish in order to manage project scope correctly?

- A. Define, Validate, and Control Scope; Control Schedule; Control Costs and Manage Stakeholder Engagement.
- B. Collect Requirements, Define Scope, Create WBS, Develop Schedule, and Manage Stakeholder Engagement.
- C. Plan Scope Management; Collect Requirements; Define, Validate, and Control Scope; and

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Create WBS.

- D. Define, Validate, and Control Scope; Control Costs; Manage Stakeholder Engagement; and keep budget under control.

Answer: A

QUESTION 1640

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

QUESTION 1641

Which of the following can a project manager use to represent defined team member roles in a group of tasks?

- A. Work breakdown structure (WBS)
- B. Responsibility assignment matrix (RAM)
- C. Organizational breakdown structure (OBS)
- D. Resource breakdown structure (RBS)

Answer: B

QUESTION 1642

Which is an example of leveraging evolving trends and emerging practices in Project Integration Management?

- A. Hybrid methodologies
- B. Risk register updates
- C. Outsourced project resources
- D. Reliance on lessons learned documents

Answer: A

QUESTION 1643

Which is the best way for a project manager to ensure efficient and frequent communication with management and stakeholders in an agile/adaptive environment?

- A. Post project artifacts in a transparent fashion and engage stakeholders on a regular basis.
- B. Make surveys among the stakeholders and meet with the team once a month.
- C. Create a social network and post news there.
- D. Create personalized emails for each stakeholder, asking for requests and reviewing objectives with them periodically.

Answer: A

QUESTION 1644

Due to today's competitive global market, organizations require more than technical project management skills. Which of the following skills can support long-range strategic objectives that contribute to the bottom line?

- A. Planning and risk management skills

- B. Communication and time management skills
- C. Business intelligence and leadership skills
- D. Strategic and business management skills

Answer: C

QUESTION 1645

What is the difference between iterative scheduling and on-demand scheduling practices?

- A. Iterative scheduling is based on adaptive cycles; on-demand scheduling is based on the theory of constraints.
- B. Iterative scheduling is based on the theory of constraints; on-demand scheduling is based on adaptive cycles.
- C. Iterative scheduling is usually used in Kanban system.
- D. There are no relevant differences between these scheduling practices.

Answer: A

QUESTION 1646

A project manager is reviewing the change requests for project documents, deliverables, and the project plan. In which project management process does this review belong?

- A. Monitor and Control Project Work
- B. Direct and Manage Project Work
- C. Close Project or Phase
- D. Perform Integrated Change Control

Answer: A

QUESTION 1647

Once the make-or-buy analysis is completed, which document defines the project delivery method?

- A. Procurement statement of work (SOW)
- B. Procurement strategy
- C. Terms of reference
- D. Change request

Answer: B

QUESTION 1648

Company A has just been notified about a new legal requirement for its business operations. What is the classification of this item?

- A. Internal enterprise environmental factor
- B. Risk register database
- C. External enterprise environmental factor
- D. Organizational process asset

Answer: A

QUESTION 1649

How can a project manager represent a contingency reserve in the schedule?

- A. Additional weeks of work to account for unknown-unknowns risks

- B. Task duration estimates of the best case scenarios
- C. Additional duration estimates in response to identified risks that have been accepted
- D. Milestones representing the completion of deliverables

Answer: A

QUESTION 1650

What is the difference between verified and accepted deliverables?

- A. Accepted deliverables have been completed and checked for correctness; verified deliverables have been formally approved by the customer or authorized stakeholder.
- B. Accepted deliverables have been inspected by the quality team; verified deliverables are outputs from the Validate Scope process.
- C. Accepted deliverables have been formally signed off and approved by the authorized stakeholder; verified deliverables have been completed and checked for correctness.
- D. Accepted deliverables have been formally accepted by the project manager; verified deliverables are the outputs from the Control Quality process

Answer: A

QUESTION 1651

Which factors should be considered for cross-cultural communication?

- A. Background, personality, and communications management plan
- B. Personality, background, and escalation process
- C. Sponsor relationship, personality, and background
- D. Current emotional state, personality, and background

Answer: A

QUESTION 1652

A project manager is updating their CV or resume and realizes that they need to improve skills related to expertise in the industry and organizational knowledge. Which dimension of PMI's Talent Triangle best relates to this need to improve?

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

Answer: A

QUESTION 1653

After an internal deliverable review session with the team, the project manager identifies some issues that need to be fixed before submitting the deliverable for formal approval. The project manager will need to manage the additional costs and time for the required rework.

How would the project manager define these extra costs?

- A. Appraisal costs
- B. Management reserves
- C. Cost of nonconformance
- D. Cost of conformance

Answer: D

QUESTION 1654

Which of the following tasks is related to the Perform Qualitative Risk Analysis process?

- A. Identify the project risks and assign a probability of occurrence
- B. Perform a sensitivity analysis to determine which risk has the most potential for impacting the project
- C. Analyze the effect of identified project risks as numerical data
- D. Prioritize each project risk and assign the probability of occurrence and impact for each one

Answer: D

QUESTION 1655

A stakeholder is reading project documents given by the project manager. The stakeholder is curious about the difference between a verified deliverable and an accepted deliverable.

Which of the following definitions can the project manager use to explain the difference?

- A. An accepted deliverable is approved by the project team; a verified deliverable is approved and formally signed off by the customer or sponsor.
- B. An accepted deliverable has been checked and confirmed for accuracy through the Control Quality process; a verified deliverable meets acceptance criteria that is formally signed off and approved by the customer or sponsor.
- C. An accepted deliverable meets acceptance criteria and is formally signed off and approved by the customer or sponsor a verified deliverable is a completed project deliverable that has been checked and confirmed for accuracy through the Control Quality process.
- D. An accepted deliverable meets acceptance criteria and is signed off by the project manager; a verified deliverable meets acceptance criteria and is signed off by the customer or sponsor.

Answer: D

QUESTION 1656

A junior team member has been promoted to the position of project manager. The first task to execute is the Quality Management Plan.

Which tools and techniques will help the project manager to complete this task?

- A. Benchmarking, design of experiments, and cost-benefit analysis
- B. Quality audits, process analysis, and meetings
- C. Inspection, brainstorming, and quality audits
- D. Networking, brainstorming, and negotiation

Answer: A

QUESTION 1657

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: C