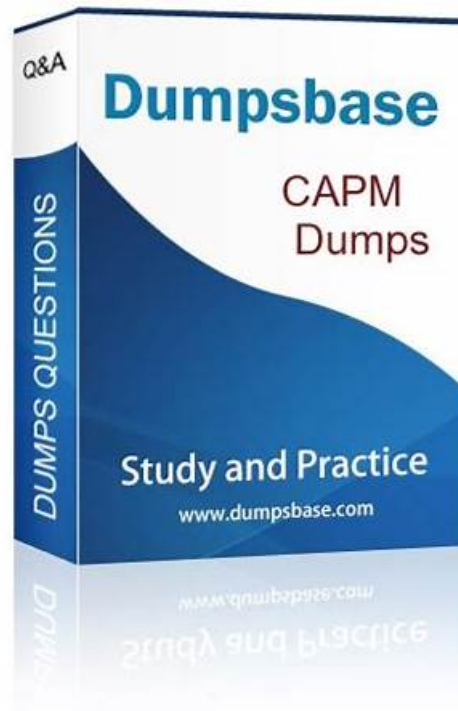


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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q755-Q760):

NEW QUESTION # 755

Which type of estimating is used to improve the accuracy of an activity's duration?

- A. What-if scenario analysis
- B. Parametric
- C. Analogous
- **D. Three-point**

Answer: D

Explanation:

Section: Volume D

Explanation:

6.5.2.4 Three-Point Estimating

The accuracy of single-point activity duration estimates may be improved by considering estimation uncertainty and risk. This concept originated with the program evaluation and review technique (PERT).

PERT uses three estimates to define an approximate range for an activity's duration:

Most likely (tM). This estimate is based on the duration of the activity, given the resources likely to be

assigned, their productivity, realistic expectations of availability for the activity, dependencies on other participants, and interruptions.

Optimistic (tO). The activity duration based on analysis of the best-case scenario for the activity.

Pessimistic (tP). The activity duration based on analysis of the worst-case scenario for the activity.

Depending on the assumed distribution of values within the range of the three estimates the expected duration, tE, can be calculated using a formula. Two commonly used formulas are triangular and beta distributions.

The formulas are:

Triangular Distribution. $tE = (tO + tM + tP) / 3$

Beta Distribution (from the traditional PERT technique). $tE = (tO + 4tM + tP) / 6$

Duration estimates based on three points with an assumed distribution provide an expected duration and clarify the range of uncertainty around the expected duration.

NEW QUESTION # 756

A project manager is searching for solutions that bring some degree of satisfaction to all parties in order to temporarily resolve a conflict. What conflict management technique is described in this situation?

- **A. Compromise/ reconcile**
- B. Collaborate/problem solve
- C. Withdraw/avoid
- D. Smooth /accommodate

Answer: A

NEW QUESTION # 757

Which stakeholder approves a project's result?

- A. Seller
- **B. Customer**
- C. Functional manager
- D. Sponsor

Answer: B

NEW QUESTION # 758

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?

- A. Influence and challenge
- B. Innovation and administration
- **C. Leadership and management**

- D. Engagement and guidance

Answer: C

Explanation:

Section: Volume E

Explanation

NEW QUESTION # 759

Testing falls into which of the following categories of cost of quality?

- A. Prevention costs
- B. Internal failure costs
- C. Appraisal costs
- D. External failure costs

Answer: C

Explanation:

Explanation/Reference:

Explanation:

Cost of Quality. (COQ) A method of determining the costs incurred to ensure quality. Prevention and appraisal costs (cost of conformance) include costs for quality planning, quality control (QC), and quality assurance to ensure compliance to requirements (i.e., training, QC systems, etc.). Failure costs (cost of nonconformance) include costs to rework products, components, or processes that are non-compliant, costs of warranty work and waste, and loss of reputation.

NEW QUESTION # 760

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