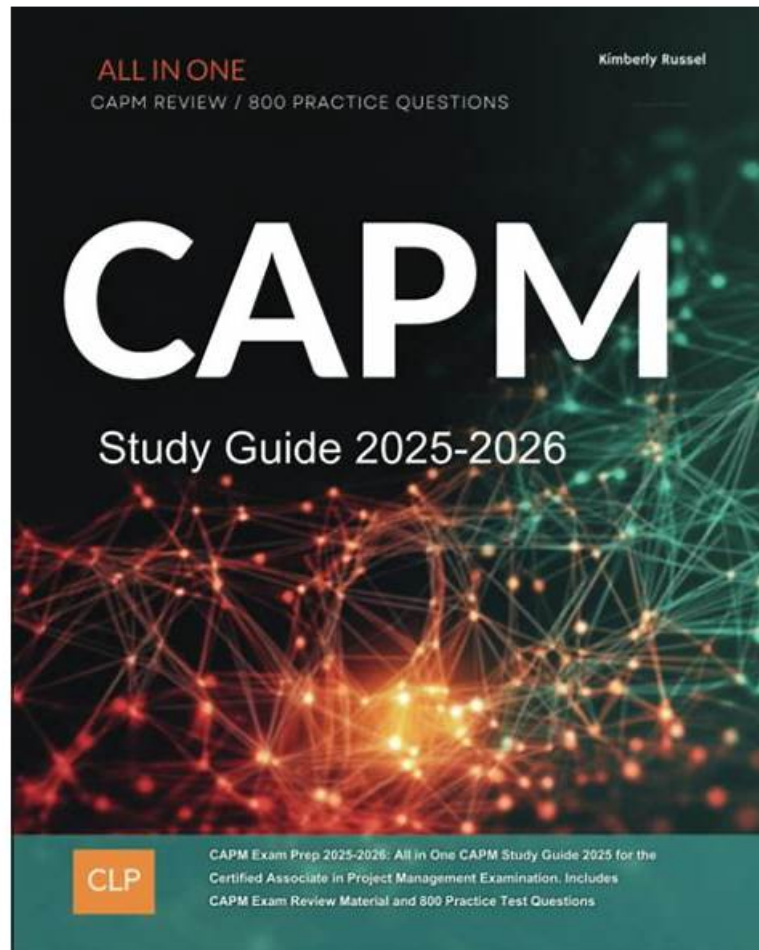


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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q151-Q156):

NEW QUESTION # 151

Which project management process is used by the project manager to ensure that stakeholders receive timely and relevant information?

- A. Manage Communications
- B. Monitor Communications
- C. Plan Communications Management
- D. Develop Project Management Plan

Answer: A

NEW QUESTION # 152

Which of the following consists of the detailed project scope statement and its associated WBS and WBS dictionary?

- A. Scope plan
- B. Product scope
- C. Scope baseline
- D. Scope management plan

Answer: C

Explanation:

Section: Volume C

Explanation:

5.4.3.1 Scope Baseline

The scope baseline is the approved version of a scope statement, work breakdown structure (WBS), and its associated WBS dictionary, that can be changed only through formal change control procedures and is used as a basis for comparison. It is a component of the project management plan. Components of the scope baseline include:

Project scope statement. The project scope statement includes the description of the project scope, major deliverables, assumptions, and constraints.

WBS. The WBS is a hierarchical decomposition of the total scope of work to be carried out by the project

team to accomplish the project objectives and create the required deliverables. Each descending level of the WBS represents an increasingly detailed definition of the project work. The WBS is finalized by assigning each work package to a control account and establishing a unique identifier for that work package from a code of accounts. These identifiers provide a structure for hierarchical summation of costs, schedule, and resource information. A control account is a management control point where scope, budget, actual cost, and schedule are integrated and compared to the earned value for performance measurement. Control accounts are placed at selected management points in the WBS. Each control account may include one or more work packages, but each of the work packages should be associated with only one control account. A control account may include one or more planning packages. A planning package is a work breakdown structure component below the control account with known work content but without detailed schedule activities.

WBS dictionary. The WBS dictionary is a document that provides detailed deliverable, activity, and

scheduling information about each component in the WBS. The WBS dictionary is a document that supports the WBS. Information in the WBS dictionary may include, but is not limited to:

- Code of account identifier,
- Description of work,
- Assumptions and constraints,
- Responsible organization,
- Schedule milestones,
- Associated schedule activities,
- Resources required,
- Cost estimates,
- Quality requirements,
- Acceptance criteria,

- Technical references, and
- Agreement information

NEW QUESTION # 153

In which process might a project manager use risk reassessment as a tool and technique?

- A. Plan Risk Responses
- B. Perform Qualitative Risk Analysis
- **C. Monitor and Control Risk**
- D. Monitor and Control Project Work

Answer: C

Explanation:

Section: Volume D

Explanation

NEW QUESTION # 154

A strengths, weaknesses, opportunities, and threats (SWOT) analysis is a tool or technique used in which process?

- A. Perform Qualitative Risk Analysis
- **B. Identify Risks**
- C. Perform Quantitative Risk Analysis
- D. Control Risks

Answer: B

Explanation:

Section: Volume A

Explanation

Explanation:

11.2.2.6 SWOT Analysis

This technique examines the project from each of the strengths, weaknesses, opportunities, and threats (SWOT) perspectives to increase the breadth of identified risks by including internally generated risks. The technique starts with identification of strengths and weaknesses of the organization, focusing on either the project, organization, or the business area in general. SWOT analysis then identifies any opportunities for the project that arise from organizational strengths, and any threats arising from organizational weaknesses. The analysis also examines the degree to which organizational strengths offset threats, as well as identifying opportunities that may serve to overcome weaknesses.

Process: 11.2 Identify Risks

Definition: The process of determining which risks may affect the project and documenting their characteristics.

Key Benefit: The key benefit of this process is the documentation of existing risks and the knowledge and ability it provides to the project team to anticipate events.

Inputs

1. Risk management plan
2. Cost management plan
3. Schedule management plan
4. Quality management plan
5. Human resource management plan
6. Scope baseline
7. Activity cost estimates
8. Activity duration estimates
9. Stakeholder register
10. Project documents
11. Procurement documents
12. Enterprise environmental factors
13. Organizational process assets

Tools & Techniques

1. Documentation reviews
2. Information gathering techniques

3. Checklist analysis
4. Assumptions analysis
5. Diagramming techniques
6. SWOT analysis
7. Expert judgment

Outputs

1. Risk register

11.2.3.1 Risk Register

The primary output from Identify Risks is the initial entry into the risk register. The risk register is a document in which the results of risk analysis and risk response planning are recorded. It contains the outcomes of the other risk management processes as they are conducted, resulting in an increase in the level and type of information contained in the risk register over time. The preparation of the risk register begins in the Identify Risks process with the following information, and then becomes available to other project management and risk management processes:

List of identified risks. The identified risks are described in as much detail as is reasonable. A structure for

describing risks using risk statements may be applied, for example, EVENT may occur causing IMPACT, or If CAUSE exists, EVENT may occur leading to EFFECT. In addition to the list of identified risks, the root causes of those risks may become more evident. These are the fundamental conditions or events that may give rise to one or more identified risks. They should be recorded and used to support future risk identification for this and other projects.

List of potential responses. Potential responses to a risk may sometimes be identified during the Identify

Risks process. These responses, if identified in this process, should be used as inputs to the Plan Risk Responses process.

NEW QUESTION # 155

What is a tool to improve team performance?

- A. Staffing plan
- B. Performance reports
- C. External feedback
- **D. Co-location**

Answer: D

NEW QUESTION # 156

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