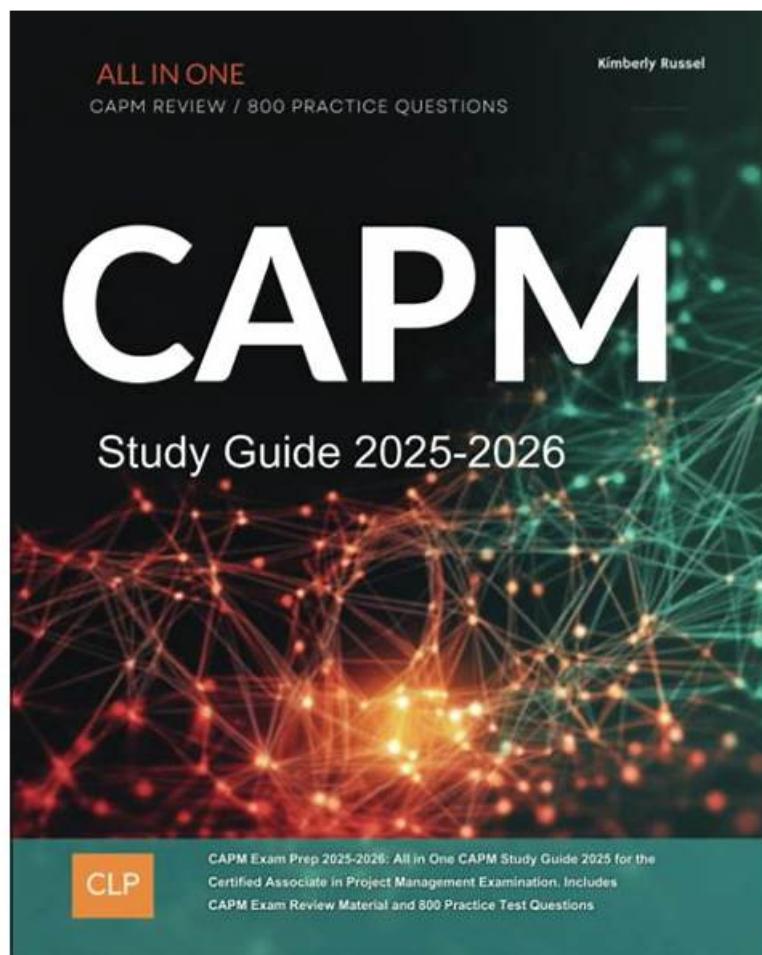


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PMI CAPM (Certified Associate in Project Management) certification is a globally recognized credential that is designed for individuals who are interested in building a career in project management. Certified Associate in Project Management (CAPM) certification is ideal for those who are new to the field of project management and want to establish their foundational knowledge and skills. The CAPM certification is offered by the Project Management Institute (PMI), which is the leading professional association for project managers.

Topics Covered by CAPM Exam

To prepare for the CAPM exam, candidates need to grasp information related to the following sections:

- **Project Stakeholder Management:** The final domain covers the knowledge of the four processes for project stakeholder management, the tools, techniques, output, and input as defined in these processes, recognizing the key roles as well as needs of stakeholders, and identifying the core concepts together with advantages related to stakeholder management.
- **Scope Management in Projects:** This objective concerns the six processes of project management, tools, techniques, output, and input in those processes, and key concepts as well as considerations for tailoring scope management and the core roles related to scope management. The areas of elements of a WBS (Work Breakdown Structure) related to both project scope and product & scope management targeting agile or adaptive projects are also present.
- **Managing Project Quality:** This is about comprehending the three processes of project management, the input, techniques, output, and tools as defined in those processes, why quality management should be adapted in various project environments

and quality tools alongside approaches that will ensure continuous improvement.

- **Basics of Project Management:** This area is about understanding the standard project lifecycle, the five process groups of project management, and recognizing how projects, portfolio, operational as well as program management relate to each other. Also, understanding the functions & usage of tailoring from varied projects is important.
- **Project Environment:** This section deals with factors that influence the final result of a project, organizational systems as well as their differences, hierarchy of portfolios, programs, and projects, and the knowledge of how the management office of a project functions and what its purposes are.
- **Managing Project Communication:** This section considers the three processes of project management, their inputs, techniques, outputs, and tools, core concepts in addition to approaches that include tailoring as well as special considerations meant for adaptive or agile environments, communication dimensions as well as elements of a management plan, and communication skills as well as methods.
- **Schedule Management in Projects:** This covers the six processes of project management, the tools, inputs, outputs, and techniques related to these six processes, solving simple problems for network diagrams, and performing calculations related to basic scheduling. Finally, candidates must be capable of identifying considerations targeting adaptive or agile environments within the project schedule.
- **Managing Project Resources:** This topic includes defining the six processes of a project, identifying the techniques, input, tools, and output in these processes, and knowing the core concepts & trends that include tailoring as well as special considerations meant for adaptive or agile environments. The parts on techniques used to develop a team, how to manage conflict & resolve problems related to resources, and understanding the elements of a plan for resource management as well as techniques for data representation are covered there as well.
- **Integration Management in Projects:** Within this domain, covered are the seven processes of project management, input, techniques, outputs and tools, the importance of project integration, and procedures & concepts involved in change management of projects. It is also about considerations related to managing integration for projects, key documentation as well as knowledge management methods.
- **Role of the Project Manager:** This topic includes the most important functions of project managers, their spheres of influence, and all the major elements that the PMI triangle contains. In addition, candidates will need to recognize the difference between management and leadership.
- **Risk Management in Projects:** Within this scope, you will delve into the seven processes of project management relating to risk management, tools, techniques, outputs, inputs, key documents, doing calculations for simple risks, and knowing when as well as how to adjust risks related to a given project environment.

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Valid CAPM Exam Papers & Exam CAPM Objectives

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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q542-Q547):

NEW QUESTION # 542

Which of the following is the process of identifying the specific actions to be performed to produce the project deliverables?

- A. Activity Attributes
- B. **Define Activities**
- C. Estimate Activity Durations
- D. Sequence Activities

Answer: B

NEW QUESTION # 543

Given the following information.

Activity A takes one week.

Activity B takes three weeks.

Activity C takes two weeks.

Activity D takes five weeks.

Activity A starts at the same time as Activity B.

Activity C follows Activity B and Activity A.

Activity D follows Activity C.

How long will it take to complete the project?

- A. Ten weeks
- B. Eleven weeks
- C. Nine weeks
- D. Eight weeks

Answer: A

NEW QUESTION # 544

A project requires a component with well-understood specifications. Performance targets are established at the outset, and the final contract price is determined after completion of all work based on the seller's performance. The most appropriate agreement with the supplier is:

- A. Fixed Price with Economic Price Adjustment (FP-EPA).
- B. Cost Plus Award Fee (CPAF).
- C. Cost Plus Incentive Fee (CPIF).
- D. **Fixed Price Incentive Fee (FPIF).**

Answer: D

Explanation:

Explanation/Reference:

Explanation:

12.1.1.9 Organizational Process Assets

Described in Section 2.1.4. The various types of contractual agreements used by the organization also influence decisions for the Plan Procurement Management process. The organizational process assets that influence the Plan Procurement Management process include, but are not limited to:

* Formal procurement policies, procedures, and guidelines. Most organizations have formal procurement policies and buying organizations. When such procurement support is not available, the project team should supply both the resources and the expertise to perform such procurement activities.

* Management systems that are considered in developing the procurement management plan and selecting the contractual relationships to be used.

* An established multi-tier supplier system of prequalified sellers based on prior experience.

All legal contractual relationships generally fall into one of two broad families: either fixed-price or cost reimbursable. Also, there is a third hybrid type commonly in use called the time and materials contract. The more popular contract types in use are discussed below as discrete types, but in practice it is not unusual to combine one or more types into a single procurement.

* Fixed-price contracts. This category of contracts involves setting a fixed total price for a defined product, service, or result to be provided. Fixed-price contracts may also incorporate financial incentives for achieving or exceeding selected project objectives, such as schedule delivery dates, cost and technical performance, or anything that can be quantified and subsequently measured. Sellers under fixed-price contracts are legally obligated to complete such contracts, with possible financial damages if they do not. Under the fixed-price arrangement, buyers need to precisely specify the product or services being procured. Changes in scope may be accommodated, but generally with an increase in contract price.

○○ Firm Fixed Price Contracts (FFP). The most commonly used contract type is the FFP. It is favored by most buying organizations because the price for goods is set at the outset and not subject to change unless the scope of work changes. Any cost increase due to adverse performance is the responsibility of the seller, who is obligated to complete the effort. Under the FFP contract, the buyer should precisely specify the product or services to be procured, and any changes to the procurement specification can increase the costs to the buyer.

○○ Fixed Price Incentive Fee Contracts (FPIF). This fixed-price arrangement gives the buyer and seller some flexibility in that it allows for deviation from performance, with financial incentives tied to achieving agreed upon metrics. Typically such financial incentives are related to cost, schedule, or technical performance of the seller. Performance targets are established at the outset, and the final contract price is determined after completion of all work based on the seller's performance. Under FPIF contracts, a price ceiling is set, and all costs above the price ceiling are the responsibility of the seller, who is obligated to complete the work.

○○ Fixed Price with Economic Price Adjustment Contracts (FP-EPA). This contract type is used whenever the seller's performance period spans a considerable period of years, as is desired with many long-term relationships. It is a fixed-price contract, but with a special provision allowing for pre defined final adjustments to the contract price due to changed conditions, such as inflation changes,

or cost increases (or decreases) for specific commodities. The EPA clause needs to relate to some reliable financial index, which is used to precisely adjust the final price.

The FP-EPA contract is intended to protect both buyer and seller from external conditions beyond their control.

* Cost-reimbursable contracts. This category of contract involves payments (cost reimbursements) to the seller for all legitimate actual costs incurred for completed work, plus a fee representing seller profit.

Cost-reimbursable contracts may also include financial incentive clauses whenever the seller exceeds, or falls below, defined objectives such as costs, schedule, or technical performance targets. Three of the more common types of cost-reimbursable contracts in use are Cost Plus Fixed Fee (CPFF), Cost Plus Incentive Fee (CPIF), and Cost Plus Award Fee (CPAF).

A cost-reimbursable contract provides the project flexibility to redirect a seller whenever the scope of work cannot be precisely defined at the start and needs to be altered, or when high risks may exist in the effort.

○○ Cost Plus Fixed Fee Contracts (CPFF). The seller is reimbursed for all allowable costs for performing the contract work, and receives a fixed-fee payment calculated as a percentage of the initial estimated project costs. A fee is paid only for completed work and does not change due to seller performance. Fee amounts do not change unless the project scope changes.

○○ Cost Plus Incentive Fee Contracts (CPIF). The seller is reimbursed for all allowable costs for performing the contract work and receives a predetermined incentive fee based upon achieving certain performance objectives as set forth in the contract. In CPIF contracts, if the final costs are less or greater than the original estimated costs, then both the buyer and seller share costs from the departures based upon a prenegotiated cost-sharing formula, for example, an 80/20 split over/under target costs based on the actual performance of the seller.

○○ Cost Plus Award Fee Contracts (CPAF). The seller is reimbursed for all legitimate costs, but the majority of the fee is earned only based on the satisfaction of certain broad subjective performance criteria defined and incorporated into the contract. The determination of fee is based solely on the subjective determination of seller performance by the buyer, and is generally not subject to appeals.

* Time and Material Contracts (T&M). Time and material contracts are a hybrid type of contractual arrangement that contain 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. These types of contracts resemble cost-reimbursable contracts in that they can be left open ended and may be subject to a cost increase for the buyer. The full value of the agreement and the exact quantity of items to be delivered may not be defined by the buyer at the time of the contract award. Thus, T&M contracts can increase in contract value as if they were costreimbursable contracts. Many organizations require not-to-exceed values and time limits placed in all T&M contracts to prevent unlimited cost growth. Conversely, T&M contracts can also resemble fixed unit price arrangements when certain parameters are specified in the contract. Unit labor or material rates can be preset by the buyer and seller, including seller profit, when both parties agree on the values for specific resource categories, such as

NEW QUESTION # 545

The following is a network diagram for a project.

□ The total float for the project is how many days?

- A. 0
- B. 1
- C. 2
- D. 3

Answer: A

NEW QUESTION # 546

An output of the Manage Project Team process is:

- A. resource calendar updates
- B. **project management plan updates**
- C. team performance assessments
- D. project staff assignments updates

Answer: B

Explanation:

Section: Volume E

Explanation

Explanation:

9.2.3.3 Project Management Plan Updates

Elements of the project management plan that may be updated include, but are not limited to, the human resource management plan. For example, the person assigned to a predefined role may not fulfill all staffing requirements outlined in the human resource management plan. When gaps occur, the project management plan needs to be updated to change the team structure, roles, or responsibilities.

Process: 9.4 Manage Project Team

Definition: The process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance.

Key Benefit: The key benefit of this process is that it influences team behavior, manages conflict, resolves issues, and appraises team member performance.

Inputs

1. Human resource management plan
2. Project staff assignments
3. Team performance assessments
4. Issue log
5. Work performance reports
6. Organizational process assets

Tools & Techniques

1. Observation and conversation
2. Project performance appraisals
3. Conflict management
4. Interpersonal skills

Outputs

1. Change requests
2. Project management plan updates
3. Project documents updates
4. Enterprise environmental factors updates
5. Organizational process assets updates

NEW QUESTION # 547

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