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Project Services Pty Ltd
13 Martin Street, South Melbourne VIC 3205
Tel. (03) 9656 8884 Fax. (03) 9656 1984

Free CAPM Questions

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Answer each question with an A, B, C or D (replace the ?). When you have finished there is a link at the bottom of the last page to download the free answer sheet.

These questions should take you around 30 minutes to complete at the CAPM exam pace of 50 questions per hour.

Good luck! Your Answer

1. All of the following processes form part of the Executing process group except:
a. Performing activities in accordance with the project management plan.
b. Managing changes to the deliverables.
c. Completing the work in accordance with the defined quality framework and specification.
d. Coordinating people and resources. ?

2. Which calculation is correct for the To-Complete Performance Index (TCPI) based on the Estimate At Completion (EAC)?
a. $AC + (BAC - EV)$
b. $(BAC - EV)/(BAC - AC)$
c. BAC/CP_{Plan}
d. $(BAC - EV)/(EAC - AC)$?

3. A Pareto diagram shows:
a. The 80% of the work that is important.
b. The qualitative improvement trend demonstrated by implementing a Six Sigma initiative.
c. A histogram ordered by frequency of occurrence.
d. The 20% of the work that is causing the most issues. ?

4. Integrated Change Control includes all of the following tools and techniques except:
a. Project plan updates.
b. Expert judgement.
c. Change control meetings.
d. A change control board to approve or reject changes. ?

5. All of the following are true concerning expected monetary value (EMV) except:
a. Decision tree analysis is more effective using net present values (NPV) in its calculations rather than EMV.
b. The EMV of an opportunity is generally a positive value.
c. EMV is a statistical concept that calculates the average value of a future scenario that may, or may not happen by multiplying the value of each possible outcome by the probability of it occurring and summing the products.
d. The EMV of a threat is generally a negative value. ?

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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q531-Q536):

NEW QUESTION # 531

The iterative process of increasing the level of detail in a project management plan as greater amounts of information become available is known as:

- A. Progressive elaboration.
- B. Predictive planning.
- C. Continuous improvement.
- D. Quality assurance.

Answer: A

NEW QUESTION # 532

Which role does the project manager resemble best?

- A. Functional manager
- B. Facilities supervisor
- C. Orchestra conductor
- D. School principal

Answer: C

NEW QUESTION # 533

Which process is usually a rapid and cost-effective means of establishing priorities for Plan Risk Responses?

- A. Identify Risks
- B. Perform Qualitative Risk Analysis
- C. Plan Risk Management
- D. Perform Quantitative Risk Analysis

Answer: B

Explanation:

Section: Volume B

Explanation:

Perform Qualitative Risk Analysis assesses the priority of identified risks using their relative probability or likelihood of occurrence, the corresponding impact on project objectives if the risks occur, as well as other factors such as the time frame for response and the organization's risk tolerance associated with the project constraints of cost, schedule, scope, and quality. Such assessments reflect the risk attitude of the project team and other stakeholders. Effective assessment therefore requires explicit identification and

management of the risk approaches of key participants in the Perform Qualitative Risk Analysis process. Where these risk approaches introduce bias into the assessment of identified risks, attention should be paid to identifying bias and correcting for it. Establishing definitions of the levels of probability and impact can reduce the influence of bias. The time criticality of risk-related actions may magnify the importance of a risk. An evaluation of the quality of the available information on project risks also helps to clarify the assessment of the risk's importance to the project.

Perform Qualitative Risk Analysis is usually a rapid and cost-effective means of establishing priorities for Plan Risk Responses and lays the foundation for Perform Quantitative Risk Analysis, if required.

The Perform Qualitative Risk Analysis process is performed regularly throughout the project life cycle, as defined in the project's risk management plan. This process can lead into Perform Quantitative Risk Analysis (Section 11.4) or directly into Plan Risk Responses (Section 11.5).

Process: 11.3 Perform Qualitative Risk Analysis

Definition: The process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.

Key Benefit: The key benefit of this process is that it enables project managers to reduce the level of uncertainty and to focus on high-priority risks.

Inputs

1. Risk management plan
2. Scope baseline
3. Risk register
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Risk probability and impact assessment
2. Probability and impact matrix
3. Risk data quality assessment
4. Risk categorization
5. Risk urgency assessment
6. Expert judgment

Outputs

1. Project documents updates

NEW QUESTION # 534

How should a project manager plan communications for a project which has uncertain requirements?

- A. Adopt social networking to engage stakeholders, issue frequent and short messages, and use informal communication channels.
- B. Include stakeholders in project meetings and reviews, use frequent checkpoints, and co-locate team members only.
- C. Invite customers to sprint planning and retrospective meetings, update the team quickly and on a daily basis, and use official communication channels.
- D. **Adopt a strong change control board process, establish focal points for main subjects, and promote formal and transparent communication.**

Answer: D

NEW QUESTION # 535

What can increase the complexity of the Manage Stakeholder Engagement process?

- A. The project must comply with strict local government regulations
- B. **The stakeholders are from different countries**
- C. The project has a tight budget and timeline
- D. The project must be of high quality

Answer: B

Explanation:

Section: Volume E

Explanation

NEW QUESTION # 536

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