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PMI CAPM Exam Syllabus Topics:

Section	Weight	Objectives
Project Management Fundamentals and Core Concepts	36%	- Core project management principles 1. Governance and roles 2. Value delivery systems
		- Project life cycle and phases 1. Phase transitions and stage gates 2. Project vs operational work
		- Agile principles and mindset 1. Agile Manifesto values 2. Iterative and incremental delivery
Agile Frameworks and Methodologies	20%	- Scrum and Kanban basics 1. Roles, ceremonies, and artifacts 2. Flow management concepts

		- Stakeholder engagement • 1. Communication strategies • 2. Stakeholder identification and analysis
Business Analysis Frameworks	27%	- Requirements management • 1. Elicitation techniques • 2. Requirements traceability - Risk and quality management • 1. Quality assurance and control concepts • 2. Risk identification and response planning
Predictive Plan-Based Methodologies	17%	- Scope, schedule, and cost planning • 1. Work Breakdown Structure (WBS) • 2. Baseline management

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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q1238-Q1243):

NEW QUESTION # 1238

In a functional organization, the director of an important stakeholder business group expressed concern to a line manager about the progress of the project. What should the line manager do next?

- A. Hold a face-to-face meeting with the project manager and warn them.
- B. Invite stakeholders to attend monthly progress review meetings.
- C. Ask the project manager to update the monthly status report distribution list.
- **D. Point the director to a link where they can take a look at the reports.**

Answer: D

Explanation:

According to the PMBOK Guide, specifically regarding the Monitor Communications and Manage Stakeholder Engagement processes, the goal is to ensure that information needs are met efficiently and transparently.

* Self-Service Information (Pull Communication): In a functional organization, where lines of authority are often rigid, providing a director with direct access to existing reports is the most efficient and professional first step. This utilizes Pull Communication, which allows stakeholders to access information at their own discretion.

* Transparency and Professionalism: Directing the stakeholder to the official project reports ensures they are receiving the same verified data as everyone else. This addresses their concern with facts rather than hearsay or emotional escalation.

* Organizational Context: In a functional structure, the project manager often has limited authority. By providing a link to reports, the line manager supports the project's visibility without overstepping or causing unnecessary friction between departments.

Analysis of other options:

* A. Hold a face-to-face meeting and warn them: This is an aggressive and reactive approach. A "warning" assumes the project manager is at fault before the data (the reports) has even been reviewed.

It bypasses formal communication channels.

* C. Invite stakeholders to attend monthly meetings: While engagement is good, this is a future-dated solution. It does not address

the director 's immediate concern about current progress.

* D. Ask the project manager to update the distribution list: This is a Push Communication fix. While helpful for the future, the director expressed a concern now. Simply adding them to a list for next month does not provide them with the immediate clarity they are seeking.

Per PMI standards, the most effective way to manage stakeholder expectations and concerns is to ensure they have immediate access to the appropriate project performance data.

NEW QUESTION # 1239

Match the project manager's sphere of influence with the associated primary role.

Project Manager's Sphere of Influence		Project Manager's Primary Role
Professional discipline		Use informal and formal networks for communication among the sponsor, team, and stakeholders.
The industry		Advocate the project's value in interactions with other project managers to effectively gain the required resources and funding.
The project		Apply and transfer knowledge continuously to related professions.
The organization		Keep abreast of emerging technology developments and the changing market.

Answer:

Explanation:

Project Manager's Sphere of Influence		Project Manager's Primary Role
Professional discipline	The project	Use informal and formal networks for communication among the sponsor, team, and stakeholders.
The industry	The industry	Advocate the project's value in interactions with other project managers to effectively gain the required resources and funding.
The project	Professional discipline	Apply and transfer knowledge continuously to related professions.
The organization	The organization	Keep abreast of emerging technology developments and the changing market.

NEW QUESTION # 1240

A business manager has an idea for a new product they feel will be highly profitable to the business. How can the product idea be validated in the market before developing the product?

- A. Review similar products in the market for gap analysis.
- B. Perform a SWOT analysis to compare it with competing products.
- C. Launch a prototype to get customer feedback.
- D. Present the idea to a focus group for feedback.

Answer: C

NEW QUESTION # 1241

Which is the appropriate tool to identify the possible correlation between two elements in a process?

- A. Cause-and-effect diagram
- **B. Scatter diagram**
- C. Control charts
- D. Histogram

Answer: B

NEW QUESTION # 1242

Which of the following correctly explains the term "progressive elaboration"?

- A. Elaborate tracking of the project progress
- **B. Project specifications becoming more explicit and detailed as the project progresses**
- C. Changing project specifications continuously
- D. Elaborate tracking of the project specifications with a change control system

Answer: B

Explanation:

Explanation/Reference:

Explanation:

Progressive Elaboration. The iterative process of increasing the level of detail in a project management plan as greater amounts of information and more accurate estimates become available.

NEW QUESTION # 1243

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