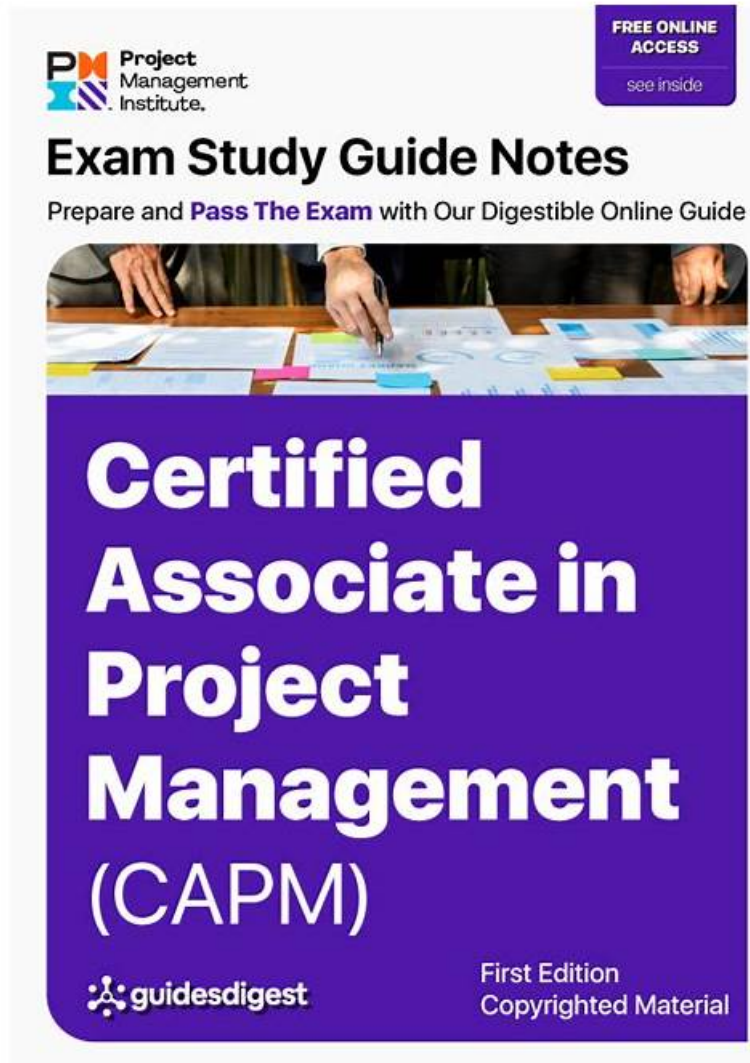


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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q635-Q640):

NEW QUESTION # 635

When the business objectives of an organization change, project goals need to be:

- A. performed.
- B. realigned.
- C. controlled.
- D. improved.

Answer: B

NEW QUESTION # 636

The project manager and project team are developing approximations of the cost of resources needed to complete the project work. On which process are they working?

- A. Estimate Activity Resources
- B. Plan Cost Management
- C. Determine Budget
- D. Estimate Costs

Answer: D

Explanation:

According to the PMBOK Guide, the process described is Estimate Costs. This is the process of developing an approximation of the monetary resources needed to complete project work.

* Purpose: The key benefit of this process is that it determines the monetary resources required for the project. These estimates are expressed in units of currency (e.g., dollars, euros, etc.) to facilitate comparison between activities and projects.

* Accuracy over Time: Cost estimates are refined throughout the project. For example, a project in the initiation phase may have a Rough Order of Magnitude (ROM) estimate in the range of #25% to +75%.

Later in the project, as more information is known, estimates could narrow to a Definitive Estimate range of #5% to +10%.

* Inputs and Tools: This process uses inputs such as the project management plan, project documents (like the lessons learned register and project schedule), and enterprise environmental factors. Common tools include Analogous, Parametric, Bottom-up, and Three-point estimating.

Why other options are incorrect:

* Option A: Plan Cost Management: This is the process that establishes the policies, procedures, and documentation for planning, managing, expending, and controlling project costs. It defines how costs will be estimated, not the actual estimates themselves.

* Option B: Estimate Activity Resources: This process (part of Project Resource Management) is about identifying the types and quantities of material, human resources, equipment, or supplies required.

While it is a precursor to estimating costs, it focuses on the physical/human requirements rather than the monetary approximation.

* Option D: Determine Budget: This is the process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline. Estimating the individual resource costs (Option C) must happen before they can be aggregated into a budget.

NEW QUESTION # 637

Who is responsible for initiating a project?

- A. Program manager
- B. Project management office (PMO)
- C. Project manager
- D. Project sponsor

Answer: D

Explanation:

According to the PMBOK Guide, the Project Sponsor is the person or group who provides resources and support for the project and is accountable for enabling success.

* Role in Initiation: The process of Develop Project Charter is the official start of a project. While the Project Manager often assists in drafting the charter, it is the Sponsor who is responsible for formally initiating the project. They do this by signing the charter, which provides the project manager with the authority to apply organizational resources to project activities.

* Business Justification: The sponsor is typically the one who ensures the project is aligned with the organization's strategic goals and remains "sold" on the business case throughout the project's life cycle.

* Authority: Because the sponsor is usually a high-level executive or a representative of the customer /organization, they have the financial and political authority to authorize the project's existence.

Analysis of Other Options:

* B. Project manager: The PM is often assigned during the initiation phase (ideally during the creation of the charter), but they do not have the authority to "initiate" or "authorize" the project themselves.

Their role is to lead the team and manage the work once authorized.

* C. Program manager: A program manager manages a group of related projects. While they may oversee multiple project managers, the specific accountability for the authorization and funding of an individual project lies with the Sponsor.

* D. Project management office (PMO): A PMO provides standardizing and support functions. While a PMO might facilitate the selection process or provide the template for the charter, the "responsibility" for triggering the project's start rests with the Sponsor.

NEW QUESTION # 638

The risk response strategy in which the project team acts to reduce the probability of occurrence or impact of a risk is known as:

- A. mitigate
- B. avoid
- C. exploit
- D. share

Answer: A

Explanation:

According to the PMBOK Guide (Project Management Body of Knowledge), specifically within the Project Risk Management knowledge area and the Plan Risk Responses process, there are specific strategies for dealing with "Threats" (negative risks):

* Mitigate (Option C): This strategy involves the project team acting to reduce the probability of occurrence or the impact of a negative risk. The goal is to bring the risk within acceptable threshold limits. Examples include adopting less complex processes, conducting more tests, or choosing a more stable supplier. It deals with lessening the risk, rather than eliminating it entirely.

* Avoid (Option B): This strategy involves changing the project management plan to eliminate the threat entirely. This might include extending the schedule, changing the strategy, or reducing scope to bypass the risk altogether. While mitigation reduces the risk, avoidance removes it.

* Exploit (Option A): This is a strategy for Opportunities (positive risks), not threats. It seeks to ensure that the opportunity definitely happens (increasing probability to 100%).

* Share (Option D): This is also a strategy for Opportunities. It involves allocating some or all of the ownership of the opportunity to a third party who is best able to capture the benefit for the project. For threats, the equivalent "transfer" strategy would be used (e.g., insurance or warranties).

In the PMI framework, Mitigation is one of the most common responses used when a risk cannot be avoided but the team wants to

minimize the potential " damage " to the project ' s cost, schedule, or quality baselines.

NEW QUESTION # 639

The project manager has following information about duration for an activity:

- * Most likely [tM] - 15 days
- * Pessimistic [tP] - 20 days
- * Optimistic [tO] - 10 days

What is the estimated duration of this activity, according to the triangular distribution technique?

- A. 5 days
- B. 10 days
- C. 12.5 days
- D. 15 days

Answer: D

Explanation:

According to the PMBOK Guide, specifically within the Estimate Activity Durations process, project managers use Three-Point Estimating to improve the accuracy of activity duration estimates. This technique considers uncertainty and risk by using three estimates:

- * Optimistic (\$t_{O}\$): The best-case scenario (10 days).
- * Most Likely (\$t_{M}\$): The most realistic scenario (15 days).
- * Pessimistic (\$t_{P}\$): The worst-case scenario (20 days).

There are two common formulas used for three-point estimating. The question specifically asks for the Triangular Distribution:
The Formula:

$$E = \frac{t_O + t_M + t_P}{3}$$

The Calculation:

$$E = \frac{10 + 15 + 20}{3}$$

$$E = \frac{45}{3}$$

$$E = 15 \text{ days}$$

Why other options are incorrect:

- * Option A (10 days): This is simply the Optimistic estimate (\$t_{O}\$), which ignores the most likely and pessimistic scenarios.
- * Option C (12.5 days): This value does not correspond to any standard PMBOK duration estimation formula based on the numbers provided.
- * Option D (5 days): This is significantly lower than even the optimistic estimate and has no mathematical basis in this context.

Note on Beta Distribution (PERT):

It is important to distinguish this from the Beta Distribution (often used in PERT), which gives more weight to the " Most Likely " estimate. If the question had asked for the Beta distribution, the calculation would be:

$$E = \frac{t_O + 4t_M + t_P}{6} = \frac{10 + (4 \times 15) + 20}{6} = \frac{90}{6} = 15 \text{ days}$$

NEW QUESTION # 640

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