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PMI CAPM certification exam consists of 150 multiple-choice questions and lasts for three hours. CAPM Exam covers topics such as project integration management, project scope management, project time management, project cost management, project quality management, project resource management, project communication management, project risk management, and project procurement management.

What is the duration of CAPM Exam

The duration of this exam is 3 hours.

PMI Certified Associate in Project Management (CAPM) Sample Questions (Q1162-Q1167):

NEW QUESTION # 1162

When does the project team determine which dependencies are discretionary?

- A. Before the Define Activities process
- B. Before the Sequence Activities process
- C. During the Define Activities process
- **D. During the Sequence Activities process**

Answer: D

Explanation:

Explanation/Reference:

Explanation:

6.3.2.2 Dependency Determination

Dependencies may be characterized by the following attributes: mandatory or discretionary, internal or external, as described below. Dependency has four attributes, but two can be applicable at the same time in following ways: mandatory external dependencies, mandatory internal dependencies, discretionary external dependencies, or discretionary internal dependencies.

Mandatory dependencies. Mandatory dependencies are those that are legally or contractually required

or inherent in the nature of the work. Mandatory dependencies often involve physical limitations, such as on a construction project, where it is impossible to erect the superstructure until after the foundation has been built, or on an electronics project, where a prototype has to be built before it can be tested.

Mandatory dependencies are also sometimes referred to as hard logic or hard dependencies. Technical dependencies may not be mandatory. The project team determines which dependencies are mandatory during the process of sequencing the activities.

Mandatory dependencies should not be confused with assigning schedule constraints in the scheduling tool.

Discretionary dependencies. Discretionary dependencies are sometimes referred to as preferred logic,

preferential logic, or soft logic. Discretionary dependencies are established based on knowledge of best practices within a particular application area or some unusual aspect of the project where a specific sequence is desired, even though there may be other acceptable sequences. Discretionary dependencies should be fully documented since they can create arbitrary total float values and can limit later scheduling options. When fast tracking techniques are employed, these discretionary dependencies should be reviewed and considered for modification or removal. The project team determines which dependencies are discretionary during the process of sequencing the activities.

External dependencies. External dependencies involve a relationship between project activities and

non-project activities. These dependencies are usually outside the project team's control. For example, the testing activity in a software project may be dependent on the delivery of hardware from an external source, or governmental environmental hearings may need to be held before site preparation can begin on a construction project. The project management team determines which dependencies are external during the process of sequencing the activities.

Internal dependencies. Internal dependencies involve a precedence relationship between project

activities and are generally inside the project team's control. For example, if the team cannot test a machine until they assemble it, this is an internal mandatory dependency. The project management team determines which dependencies are internal during the process

of sequencing the activities.

Process: 6.3 Sequence Activities

Definition: The process of identifying and documenting relationships among the project activities.

Key Benefit: The key benefit of this process is that it defines the logical sequence of work to obtain the greatest efficiency given all project constraints.

Inputs

1. Schedule management plan
2. Activity list
3. Activity attributes
4. Milestone list
5. Project scope statement
6. Enterprise environmental factors
7. Organizational process assets

Tools & Techniques

1. Precedence diagramming method (PDM)
2. Dependency determination
3. Leads and lags

Outputs

1. Project schedule network diagrams
2. Project documents updates

NEW QUESTION # 1163

One of the objectives of a quality audit is to:

- A. identify all of the gaps or shortcomings.
- B. share the process documentation among stakeholders.
- C. offer assistance with non-value-added activities.
- D. highlight the need for root cause analysis.

Answer: A

Explanation:

Section: Volume E

NEW QUESTION # 1164

Project management processes are:

- A. Discrete elements with well-defined interfaces.
- B. Project phases, applied as required in different projects.
- C. Static; they must not change across different projects.
- D. Applied globally and across all industry groups.

Answer: D

NEW QUESTION # 1165

An input to the Control Quality process is:

- A. Enterprise environmental factors
- B. Deliverables
- C. Activity attributes
- D. Quality control measurements

Answer: B

Explanation:

Section: Volume B

Explanation:

Process: 8.3 Control Quality

Definition: The process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.

Key Benefit: The key benefits of this process include: (1) identifying the causes of poor process or product quality and recommending and/or taking action to eliminate them; and (2) validating that project deliverables and work meet the requirements specified by key stakeholders necessary for final acceptance.

Inputs

1. Project management plan
2. Quality metrics
3. Quality checklists
4. Work performance data
5. Approved change requests
6. Deliverables
7. Project documents
8. Organizational process assets

Tools & Techniques

1. Seven basic quality tools
2. Statistical sampling
3. Inspection
4. Approved change requests review

Outputs

1. Quality control measurements
2. Validated changes
3. Verified deliverables
4. Work performance information
5. Change requests
6. Project management plan updates
7. Project documents updates
8. Organizational process assets updates

NEW QUESTION # 1166

Which is the correct formula for calculating expected activity cost for three-point estimating?

- A. $C_e = (C_0 + 4C_m + C_p)/6$
- B. $C_e = (C_0 + C_m + 4C_p)/6$
- C. $C_e = (6C_0 + C_m + C_p)/4$
- D. $C_e = (C_0 + 6C_m + C_p)/4$

Answer: A

Explanation:

Explanation/Reference:

Explanation:

6.5.2.4 Three-Point Estimating

The accuracy of single-point activity duration estimates may be improved by considering estimation uncertainty and risk. This concept originated with the program evaluation and review technique (PERT).

PERT uses three estimates to define an approximate range for an activity's duration:

Most likely (tM). This estimate is based on the duration of the activity, given the resources likely to be

assigned, their productivity, realistic expectations of availability for the activity, dependencies on other participants, and interruptions. Optimistic (tO). The activity duration based on analysis of the best-case scenario for the activity.

Pessimistic (tP). The activity duration based on analysis of the worst-case scenario for the activity.

Depending on the assumed distribution of values within the range of the three estimates the expected duration, tE, can be calculated using a formula. Two commonly used formulas are triangular and beta distributions. The formulas are:

Triangular Distribution. $tE = (tO + tM + tP) / 3$

Beta Distribution (from the traditional PERT technique). $tE = (tO + 4tM + tP) / 6$

Duration estimates based on three points with an assumed distribution provide an expected duration and clarify the range of uncertainty around the expected duration.

NEW QUESTION # 1167

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