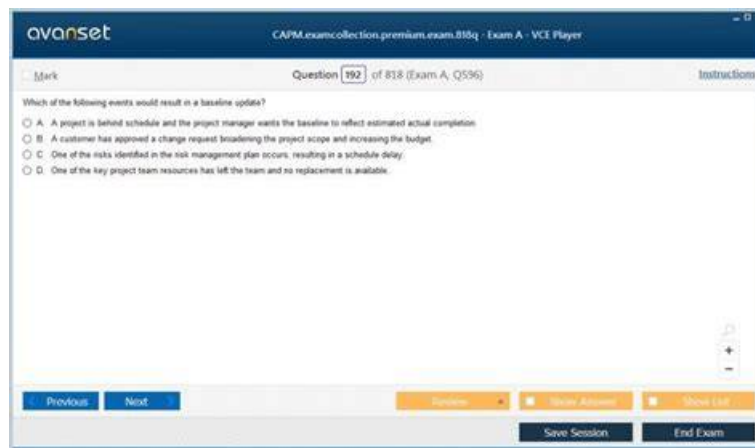


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PMI CAPM Exam Syllabus Topics:

Section	Weight	Objectives
Agile and Hybrid Methodologies	20%	- Agile Principles and Mindset 1. Early delivery and continuous improvement 2. Agile Manifesto values and principles 3. Iterative and incremental delivery 4. Adaptive planning - Hybrid Approaches 1. Kanban basics 2. Scrum framework roles and events 3. Blending predictive and agile methods - Agile Estimation and Planning 1. Story points and relative estimation 2. Sprint planning and retrospectives 3. Velocity-based planning
		- Project Risk Management 1. Perform qualitative risk analysis 2. Plan risk management 3. Identify risks 4. Implement risk responses 5. Monitor risks 6. Plan risk responses 7. Perform quantitative risk analysis - Project Communications Management

Project Management Fundamentals and Core Concepts 50%

- 1. Manage communications
- 2. Monitor communications
- 3. Plan communications management

- Project Quality Management

- 1. Manage quality
- 2. Plan quality management
- 3. Control quality

- Understanding the Value of Project Management

- 1. Role of project manager
- 2. Distinction between projects, programs, and portfolios
- 3. Benefits of project management
- 4. Organizational project management (OPM)

- Project Integration Management

- 1. Develop project management plan
- 2. Direct and manage project work
- 3. Close project or phase
- 4. Manage project knowledge
- 5. Perform integrated change control
- 6. Monitor and control project work
- 7. Develop project charter

- Project Scope Management

- 1. Create WBS
- 2. Collect requirements
- 3. Control scope
- 4. Plan scope management
- 5. Define scope
- 6. Validate scope

- Project Schedule Management

- 1. Control schedule
- 2. Sequence activities
- 3. Plan schedule management
- 4. Define activities
- 5. Estimate activity duration
- 6. Develop schedule

- Project Management Framework

- 1. Project stakeholders and governance
- 2. Knowledge areas
- 3. PMBOK Guide framework components
- 4. Process groups (Initiating, Planning, Executing, Monitoring and Controlling, Closing)

- Project Resource Management

- 1. Plan resource management
- 2. Acquire resources
- 3. Develop team
- 4. Control resources
- 5. Manage team

- Project Stakeholder Management

- 1. Manage stakeholder engagement

		• 2. Monitor stakeholder engagement • 3. Identify stakeholders • 4. Plan stakeholder engagement - Project Procurement Management • 1. Conduct procurements • 2. Plan procurement management • 3. Control procurements - Project Cost Management • 1. Estimate costs • 2. Control costs • 3. Plan cost management • 4. Determine budget
Predictive, Plan-Based Methodologies	30%	- Predictive Methodology Principles • 1. Requirements gathering and documentation • 2. Milestone-driven delivery • 3. Sequential phases • 4. Waterfall approach characteristics - Predictive Tool Techniques • 1. Work breakdown structure (WBS) • 2. Gantt charts • 3. Critical path method (CPM) • 4. Network diagrams - Plan-Driven Process Implementation • 1. Baseline management • 2. Change control processes • 3. Scope verification • 4. Detailed planning and estimation

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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q412-Q417):

NEW QUESTION # 412

Which action should a project manager take to ensure that the project management plan is effective and current?

- A. Complete the quality control checklist.
- **B. Conduct periodic project performance reviews.**
- C. Follow ISO 9000 quality standards.
- D. Identify quality project standards.

Answer: B

Explanation:

According to the PMBOK Guide, specifically within the Monitor and Control Project Work process, the project manager is responsible for tracking, reviewing, and reporting the overall progress to meet the performance objectives defined in the project management plan.

* Performance Reviews: These reviews compare actual performance against the performance measurement baseline (scope, schedule, and cost baselines). By conducting these periodically, the project manager can determine if the project is "on track" or if variances exist that require corrective or preventive actions.

* Keeping the Plan Current: The project management plan is a "living document." When performance reviews identify significant deviations, the project manager initiates Change Requests through the Perform Integrated Change Control process. Once approved, these changes are incorporated into the plan, ensuring it remains a realistic and effective guide for the remainder of the project.

* Continuous Improvement: Periodic reviews allow the team to analyze trends (Trend Analysis) and forecast future performance (Variance Analysis), which are essential for proactive management and keeping the plan aligned with the project's evolving environment.

Comparison with other options:

* B. Identify quality project standards: This is a specific activity within the Plan Quality Management process. While important for quality, it does not address the broader effectiveness or "currency" of the entire integrated project management plan.

* C. Follow ISO 9000 quality standards: ISO 9000 is an external international standard for quality management systems. While an organization might adopt these, "following" them is a general compliance activity rather than a specific project management mechanism for updating and maintaining a project-specific plan.

* D. Complete the quality control checklist: This is a tool used in the Control Quality process to verify that a set of required steps has been performed. It is a tactical task used for deliverables, not a strategic tool for ensuring the project management plan is effective and current.

NEW QUESTION # 413

The following chart contains information about the tasks in a project.

Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000

Based on the chart, what is the schedule variance (SV) for Task 8?

- A. -1,000
- B. -2,000
- C. 1,000
- D. 2,000

Answer: A

NEW QUESTION # 414

A project manager is assigned to a strategic project. Senior management asks the project manager to give a presentation in order to request support that will ensure the success of the project.

Which entities will the project manager attempt to influence?

- A. The change control board and the organization

- B. The project and the organization
- C. The subject matter experts and the project
- D. The organization and the industry

Answer: A

NEW QUESTION # 415

The project management processes presented in the PMBOK Guide should:

- A. be selected as appropriate by the project team
- B. always be applied uniformly.
- C. be applied based on ISO guidelines.
- D. be selected as appropriate by the sponsor.

Answer: A

Explanation:

Section: Volume C

NEW QUESTION # 416

What is the projected annual yield of a project investment, incorporating both initial and ongoing costs into the estimated percentage growth rate that the project will have?

- A. Return on investment
- B. Net present value
- C. Internal rate of return
- D. Annual rate of return

Answer: C

Explanation:

The Internal Rate of Return (IRR) represents the annualized percentage return that an investment is expected to generate, taking into account both initial and ongoing costs. IRR is the discount rate that makes the Net Present Value (NPV) of cash flows equal to zero, meaning the project breaks even in terms of present value. It is commonly used in project selection to evaluate profitability and compare investment options.

NEW QUESTION # 417

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