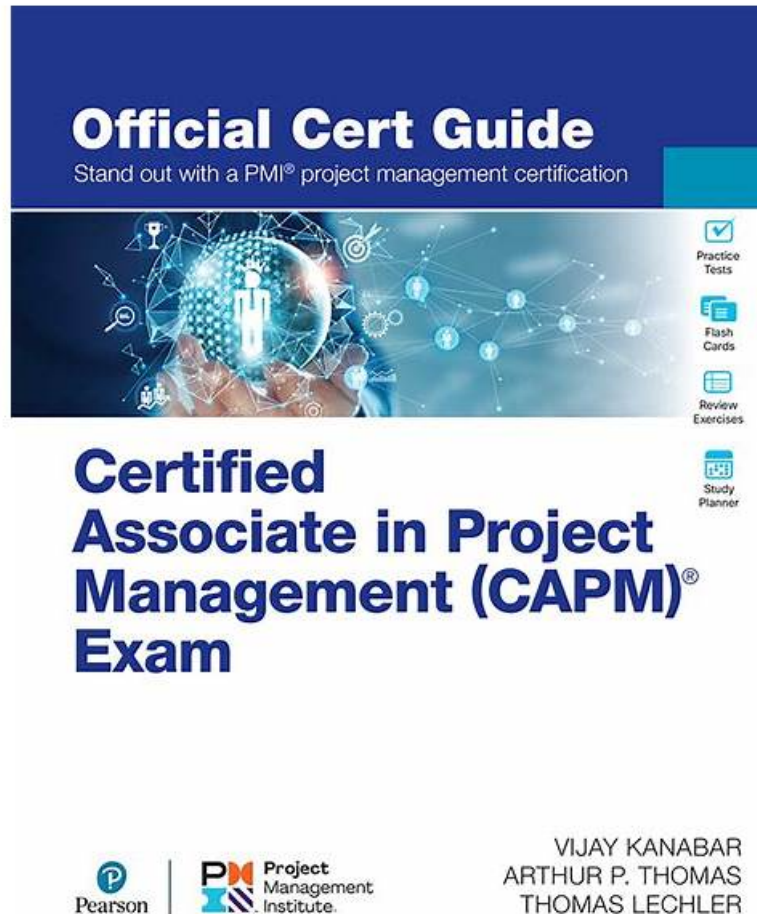


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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q218-Q223):

NEW QUESTION # 218

PMBOI Guide is a standard that describes:

- A. project management processes.
- B. product-oriented processes.
- C. product-oriented and project management processes.
- D. program management and project management processes.

Answer: A

Explanation:

Section: Volume E

NEW QUESTION # 219

Which process documents the business needs of a project and the new product, service, or other result that is intended to satisfy those requirements?

- A. Develop Project Management Plan
- B. Direct and Manage Project Execution
- C. Develop Project Charter
- D. Collect Requirements

Answer: C

Explanation:

Section: Volume C

Explanation

Explanation:

Process: 4.1. Develop Project Charter

Definition: The process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

Key Benefit: The key benefit of this process is a well-defined project start and project boundaries, creation of a formal record of the project, and a direct way for senior management to formally accept and commit to the project.

Inputs

1. Project statement of work
2. Business case
3. Agreements
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Facilitation techniques

Outputs

1. Project charter

NEW QUESTION # 220

Organizational theory is a tool used in which Project Human Resource Management process?

- A. Develop Project Team
- **B. Plan Human Resource Management**
- C. Manage Project Team
- D. Acquire Project Team

Answer: B

Explanation:

Section: Volume A

Explanation:

9.1.2.3 Organizational Theory

Organizational theory provides information regarding the way in which people, teams, and organizational units behave. Effective use of common themes identified in organizational theory can shorten the amount of time, cost, and effort needed to create the Plan Human Resource Management process outputs and improve planning efficiency. It is important to recognize that different organizational structures have different individual response, individual performance, and personal relationship characteristics. Also, applicable organizational theories may recommend exercising a flexible leadership style that adapts to the changes in a team's maturity level throughout the project life cycle.

Process: 9.1 Plan Human Resource Management

Definition: The process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan.

Key Benefit: The key benefit of this process is that it establishes project roles and responsibilities, project organization charts, and the staffing management plan including the timetable for staff acquisition and release.

Inputs

1. Project management plan
2. Activity resource requirements
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Organization charts and position descriptions
2. Networking
3. Organizational theory
4. Expert judgment
5. Meetings

Outputs

Human resource management plan

NEW QUESTION # 221

What are the five Project Management Process Groups?

- **A. Initiating, Planning, Executing, Monitoring and Controlling, and Closing**
- B. Introduction, Planning, Executing, Monitoring and Controlling, and Closing
- C. Introduction, Planning, Implementation, Monitoring and Controlling, and Closure
- D. Initiating, Planning, Executing, Monitoring and Controlling, and Ending

Answer: A

Explanation:

Explanation/Reference:

Explanation:

Process groups

Overview

Projects exist within an organization and do not operate as a closed system. They require input data from the organization and beyond, and deliver capabilities back to the organization. The project processes may generate information to improve the management of future projects and organizational process assets.

The PMBOK® Guide describes the nature of project management processes in terms of the integration between the processes, their interactions, and the purposes they serve. Project management processes are grouped into five categories known as Project Management Process Groups (or Process Groups):

Initiating Process Group. Those processes performed to define a new project or a new phase of an

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