

# Quiz 2026 PMI CAPM: Certified Associate in Project Management (CAPM) Technical Training



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## PMI CAPM PDF Questions Exam Preparation and Study Guide

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## PMI Certified Associate in Project Management (CAPM) Sample Questions (Q1057-Q1062):

### NEW QUESTION # 1057

What describes the relationship between projects, programs, and portfolios?

- A. Project management focuses on doing the "right" programs and portfolios.
- **B. Portfolio management focuses on doing the "right" programs and projects.**
- C. Portfolio management focuses on doing the "specific" programs and projects.
- D. Program management focuses on doing the "specific" portfolios and projects.

**Answer: B**

Explanation:

According to the PMBOK Guide and The Standard for Portfolio Management, the relationship between portfolios, programs, and projects is defined by their focus on strategic objectives versus tactical execution.

\* Portfolio Management: A portfolio is defined as a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives. The primary focus of portfolio management is to ensure that the organization is investing in the "right" work—those initiatives that align with the organizational strategy and provide the most value. It involves prioritizing, authorizing, and managing the mix of components to optimize the overall return.

\* Program Management: Focuses on the interdependencies between projects and the coordination of related projects to achieve benefits that would not be available if the projects were managed individually.

\* Project Management: Focuses on the "right way" to do the work. It is concerned with meeting specific project objectives, such as scope, schedule, budget, and quality.

Analysis of other options:

\* Option B: This is incorrect because project management is a subset of portfolios and programs; it does not focus on managing them.

\* Option C: Program management focuses on managing a group of related projects, not portfolios.

\* Option D: Using the word "specific" is less accurate than the term "right." In PMI terminology, the "right" work refers to strategic alignment, which is the hallmark of portfolio management.

Per PMI standards, while projects and programs focus on execution and delivery (doing things right), portfolio management is the strategic layer that ensures the organization is focused on the correct initiatives (doing the right things) to meet business goals.

#### **NEW QUESTION # 1058**

Project or phase closure guidelines or requirements, historical information, and the lessons learned knowledge base are examples of which input to the Close Project or Phase process?

- **A. Organizational process assets**
- B. The project management plan
- C. A work breakdown structure
- D. Enterprise environmental factors

**Answer: A**

#### **NEW QUESTION # 1059**

What is the name of a graphic display of project team members and their reporting relationships?

- A. Role dependencies chart
- **B. Project organization chart**
- C. Project team structure diagram
- D. Reporting flow diagram

**Answer: B**

#### **NEW QUESTION # 1060**

A project manager should document the escalation path for unresolved project risks in the:

- A. Stakeholder register
- B. Change control plan
- C. Risk log
- **D. Communications management plan**

**Answer: D**

Explanation:

Section: Volume A

Explanation:

#### 10.1.3.1 Communications Management Plan

The communications management plan is a component of the project management plan that describes how project communications will be planned, structured, monitored, and controlled. The plan contains the following information:

Stakeholder communication requirements;

Information to be communicated, including language, format, content, and level of detail;

Reason for the distribution of that information;

Time frame and frequency for the distribution of required information and receipt of acknowledgment or response, if applicable;

Person responsible for communicating the information;

Person responsible for authorizing release of confidential information;

Person or groups who will receive the information;

Methods or technologies used to convey the information, such as memos, e-mail, and/or press releases;

Resources allocated for communication activities, including time and budget;

Escalation process identifying time frames and the management chain (names) for escalation of issues that cannot be resolved at a lower staff level;

Method for updating and refining the communications management plan as the project progresses and develops;

Glossary of common terminology;

Flow charts of the information flow in the project, workflows with possible sequence of authorization, list of reports, and meeting plans, etc.; and

Communication constraints usually derived from a specific legislation or regulation, technology, and organizational policies, etc.

The communications management plan can also include guidelines and templates for project status meetings, project team meetings, e-meetings, and e-mail messages. The use of a project website and project management software can also be included if these are to be used in the project

#### NEW QUESTION # 1061

Which of the following is an input to Direct and Manage Project Execution?

- A. Performance reports
- B. Project charter
- C. Outputs from planning processes
- D. Enterprise environmental factors

**Answer: C**

Explanation:

According to the PMBOK Guide, the Direct and Manage Project Work (referred to in older versions as "Direct and Manage Project Execution") is the process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives.

\* Outputs from Planning Processes: This is a major input to this process. Because the execution phase is where the project team carries out the work, they must use the various plans and baselines developed during the planning processes to guide their actions. This includes the project management plan itself, which integrates all subsidiary plans (Scope, Schedule, Cost, etc.) and baselines.

\* The Nature of Execution: Execution is where the "plan" meets "action." Therefore, the primary driver for what work is performed, how it is performed, and what the standards are, comes directly from the outputs produced during the planning phase.

\* Other Key Inputs:

\* Project Management Plan: The comprehensive document that describes how the project will be executed.

\* Approved Change Requests: These are specific directives to modify the work, often resulting from the Perform Integrated Change Control process.

\* Organizational Process Assets (OPAs): Procedures, guidelines, and historical data.

\* Enterprise Environmental Factors (EEFs): Organizational culture and infrastructure.

Analysis of Other Options:

