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PMP and CAPM Study Guide By Tim Fisher

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GENERAL PROJECT MANAGEMENT INFORMATION

Project Life Cycle

- Definition: What you need to do to do the work.
- **Situations referred to as the organization's methodology for projects.**
- Changes by industry or organization.

Project:

- Temporary endeavor with a beginning and an end
- Creates a unique product, service or result
- Is progressively elaborated (More detailed as the project progresses)

Operation: The key differentiator of projects and operations is that, projects are temporary in nature, resulting in unique outputs - where as operations are ongoing in nature.

Projects are often conducted to support the organization's strategic plan, and to support one or more strategic elements, such as: Market demand, Organizational need, customer request, technological advance and/or a legal requirement.

Project charting - The process of selection and approval of the right projects for execution is called project charting. This ensures that, only the approved projects are funded.

- Select the right projects - Select the right projects to execute, which are in line with the organization's strategy.
- Opportunity cost - the opportunity given up, by selecting one project over the other.
- Continuous alignment to the organizational strategy - An organization's business strategy is not static. It changes with the market conditions, hence is very dynamic in nature. When the organizational strategy itself changes, some of the projects can become redundant and at the same time it can open

PMO = Project Management Office - A department that centralizes the management of projects. Provides:

- Policies, methodologies, and templates for managing projects
- Support and guidance to others as how they should manage a project
- Project Managers for projects and being responsible for the projects end results

Organizational structures

Functional organization

- Least authority for the project manager
- Project manager plays the role of an Expeditor or Coordinator
- The project team will have a home to go, at the end of the project

Projectized organization

- In a projectized organization, the project manager has maximum authority

- All the project managers, report to the program manager

- No home for project team members after project is finished

Matrix organization

- 2 Boxes - Functional Manager and Project Manager

- A matrix organization is a mix of projectized and functional organization

- A matrix organization can take 3 forms:

- Strong matrix, the project manager has more authority
- Weak matrix, the functional manager has more authority
- Balanced matrix, both share an equal power. (Assume for test)

Triple Constraints

- Time, Scope, and Cost (also includes: Quality, Risk, Customer Satisfaction)
- Fast, Good or Cheap (a handy way to remember)
- Affecting any one of the constraints and you risk impacting the others

Project Management Process

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PMI CAPM Certification Exam is an excellent way for individuals to demonstrate their knowledge and understanding of project management principles and practices. It is a valuable credential that can help individuals advance their careers and improve their job prospects in the field of project management.

The CAPM certification exam measures an individual's knowledge and understanding of project management processes, techniques, and terminology. CAPM Exam consists of 150 multiple-choice questions and takes three hours to complete. CAPM exam is administered at a Pearson VUE testing center and can be taken online or in person.

PMI Certified Associate in Project Management (CAPM) Sample Questions (Q642-Q647):

NEW QUESTION # 642

Co-location is a tool and technique of:

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

Answer: A

Explanation:

According to the PMBOK Guide, Co-location (also referred to as "tight matrix") is a specific tool and technique used in the Develop Project Team process.

The rationale is as follows:

* Definition: Co-location involves placing many or all of the most active project team members in the same physical location to enhance their ability to perform as a team.

* Purpose: The primary goal is to improve communication, reduce conflict, and help build a sense of community. By being in the same room, team members can utilize informal communication channels and develop stronger working relationships, which is the core objective of the "Develop Project Team" process.

* Distinction from other processes:

* Develop Human Resource Plan (Planning): Focuses on identifying roles, responsibilities, and reporting relationships.

* Acquire Project Team (Executing): Focuses on gaining the human resources necessary to complete project assignments.

* Manage Project Team (Executing): Focuses on tracking team member performance, providing feedback, and managing changes to optimize project performance.

While co-location may influence how a team is managed, the act of physically bringing the team together to foster development is explicitly categorized under Develop Project Team.

NEW QUESTION # 643

Using parametric estimating, if an assigned resource is capable of producing 120 units per hour, how many hours are required to produce 12,000 units?

- **A. 0**
- B. 1
- C. 1,200
- D. 1,000

Answer: A

NEW QUESTION # 644

A project manager is reviewing a few techniques that can be used to evaluate solution results. The intent is to uncover whether the solution responds properly to unintended cases.

Which evaluation technique should be used here?

- A. User acceptance testing
- B. Integration testing
- C. Day-in-the-life testing
- **D. Exploratory testing**

Answer: D

NEW QUESTION # 645

When planning communications management what input identifies key stakeholders?

- A. Work performance reports
- B. Work performance information
- **C. Project charter**
- D. Project schedule

Answer: C

Explanation:

According to the PMBOK Guide, the Plan Communications Management process requires specific inputs to determine the communication needs of the project. Among the options provided, the Project Charter is the correct input for identifying key stakeholders.

* Identifying Key Stakeholders: The Project Charter is one of the first formal documents created in a project. It contains a high-level list of key stakeholders, including the sponsor, the project manager, and major influencers. While the Stakeholder Register is the more detailed list, the Charter serves as the foundational input that defines who the primary parties are before the full register is even completed.

* Relationship to Communications: To plan how to communicate, you must first know who you are communicating with. The Project Charter provides the initial context regarding stakeholder roles and responsibilities, which helps the project manager determine the appropriate level and method of communication required for the project 's success.

* Other Planning Inputs: Other typical inputs to this process include the Project Management Plan (specifically the Stakeholder Engagement Plan) and the Stakeholder Register.

Why other options are incorrect:

* Option A: Work performance information: This is data collected during the execution of the project (e.g., actual vs. planned progress). It is an output of the Control processes, not an input used to plan communications at the start.

* Option B: Project schedule: While the schedule tells you when activities occur (which might influence communication timing), it does not identify the stakeholders themselves.

* Option D: Work performance reports: These are physical or electronic representations of work performance information used to generate decisions or actions. Like work performance information, these are produced during the monitoring and controlling phase, long after the initial communications planning has occurred.

NEW QUESTION # 646

What process is performed periodically throughout the project as needed?

- **A. Plan Resource Management**
- B. Plan Cost Management
- C. Plan Communications Management
- D. Plan Risk Management

Answer: A

NEW QUESTION # 647

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