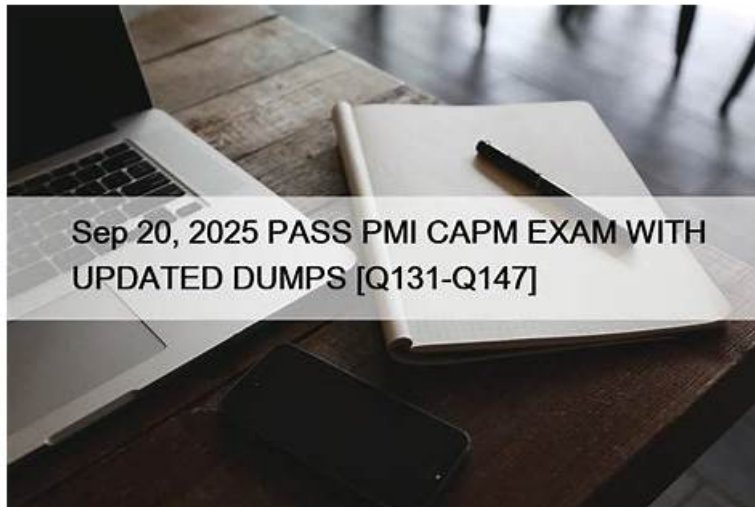


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## PMI CAPM Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>• Business Analysis Frameworks: Project Analysts are tested in this domain and skills cover their focus on stakeholder dynamics, differentiating stakeholder roles, and identifying effective communication methods. They also gather requirements using tools like user stories or use cases.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>• Predictive, Plan-Based Methodologies: Candidates such as Project Administrators are tested. The skill covers identifying organizational structures suitable for predictive methodologies, determining activities within processes, and applying critical path methods and work breakdown structures (WBS) for schedule management.</li></ul>
Topic 3	<ul style="list-style-type: none"><li>• Project Management Fundamentals and Core Concepts: This domain covers the distinction between projects, programs, portfolios, and operations. Candidates such as Project Managers must understand project life cycles, differentiate between predictive and adaptive methodologies, identify risks and constraints, critique project scope, apply ethics, and recognize how projects drive change. They also focus on managing costs, quality, risks, schedules, and resources.</li></ul>
Topic 4	<ul style="list-style-type: none"><li>• Agile Frameworks</li><li>• Methodologies: This domain evaluates candidates' understanding of agile methodologies by comparing adaptive and predictive projects. Candidates learn to recognize supportive organizational structures and plan iterations effectively.</li></ul>

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## PMI Certified Associate in Project Management (CAPM) Sample Questions (Q1105-Q1110):

### NEW QUESTION # 1105

Who provides the inputs for the original estimates of activity durations for tasks on the project plan?

- A. Project manager
- B. Person responsible for project scheduling
- C. Person who is most familiar with the task
- D. Project sponsor

**Answer: C**

Explanation:

According to the PMBOK Guide, specifically within the Estimate Activity Durations process, the primary principle for achieving accuracy in scheduling is to involve the individuals who will actually perform the work or those with the greatest expertise in the specific functional area.

In the PMI framework, duration estimates should be provided by the person or group on the project team who is most familiar with the nature of the work in the specific activity.

\* Expert Judgment: This is a primary Tool and Technique for estimating. The individual with the most familiarity provides "expert judgment" based on historical experience, technical nuances, and potential pitfalls that a generalist might overlook.

\* Accuracy and Buy-in: When the person responsible for the task provides the estimate, it leads to a more realistic schedule.

Furthermore, it creates a sense of commitment and accountability; a team member is more likely to meet a deadline they helped set than one imposed upon them.

\* Bottom-Up Estimating: This approach is part of the broader "Bottom-Up" philosophy where the granular details are defined by the technical experts and then rolled up into the total project duration.

\* A. Project sponsor: The sponsor provides the project's funding, high-level requirements, and authorization (Project Charter). They generally do not have the granular, technical knowledge required to estimate specific task durations.

\* B. Project manager: While the Project Manager facilitates the estimating process and "owns" the final project schedule, they are often a generalist. They should not provide the original estimates themselves unless they are also the primary subject matter expert for that specific task.

\* C. Person responsible for project scheduling: A scheduler or "Project Scheduler" is responsible for the mechanical act of building the schedule model using software. They take the duration data provided by the team and input it into the tool; they do not typically generate the original duration data themselves.

The Estimate Activity Durations process utilizes several techniques to refine the inputs provided by the person most familiar with the task, including:

\* Analogous Estimating: Using a similar previous project.

\* Parametric Estimating: Using a statistical relationship (e.g., hours per square foot).

\* Three-Point Estimating: Using Optimistic, Pessimistic, and Most Likely values to account for uncertainty.

Regardless of the technique used, the Subject Matter Expert (SME) remains the foundational source of the raw data.

### NEW QUESTION # 1106

The diagram below is an example of a:

- A. Work breakdown structure (WBS).
- B. SWOT Analysis.
- C. Project team.
- D. Risk breakdown structure (RBS).

**Answer: A**

Explanation:

According to the PMBOK Guide, the Work Breakdown Structure (WBS) is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables.

\* Structure: The WBS organizes and defines the total scope of the project and represents the work specified in the current approved

project scope statement. It is typically displayed as a tree structure or an outline.

\* The 100% Rule: The WBS includes all work defined by the project scope and captures all deliverables-internal, external, and interim. The lowest level of the WBS is the work package, which is the point at which cost and duration can be estimated and managed.

\* Visual Identification: While the specific diagram was not rendered in your text, standard PMI exam questions for this number (622) provide a chart showing a project name at the top, followed by major deliverables (Level 2), and further subdivisions into smaller components. This is the classic visual representation of a WBS.

Analysis of Other Options:

\* A. Risk breakdown structure (RBS): While also hierarchical, the RBS is used to categorize potential project risks by source (e.g., Technical, External, Organizational) rather than decomposing the project 's physical deliverables.

\* B. Project team: This would be represented by an Organizational Chart or a Resource Breakdown Structure, showing reporting relationships or resource types, not the decomposition of work.

\* C. SWOT Analysis: This is a technique used in project initiation and risk identification to evaluate Strengths, Weaknesses, Opportunities, and Threats. It is typically represented as a four-quadrant grid, not a hierarchical tree.

### NEW QUESTION # 1107

What provides information regarding the ways people, teams, and organizational units behave?

- A. Organizational behavior
- **B. Organizational theory**
- C. Organizational chart
- D. Organizational structure

**Answer: B**

Explanation:

Section: Volume D

### NEW QUESTION # 1108

Decomposition, rolling wave planning, and templates are all tools and techniques for which of the following?

- A. Estimate Activity Durations
- B. Sequence Activities
- **C. Define Activities**
- D. Develop Schedule

**Answer: C**

### NEW QUESTION # 1109

The project management plan requires the acquisition of a special part available from a supplier located abroad. Which source selection method is being used?

- A. Fixed budget
- B. Least cost
- C. Qualifications only
- **D. Sole source**

**Answer: D**

Explanation:

Section: Volume E

### NEW QUESTION # 1110

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