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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q179-Q184):

NEW QUESTION # 179

A subject matter expert (SME) was recently assigned to a project to manage the new compliance requirement. The SME claimed that the activity's prioritization needed to change and the schedule could be cut to mitigate the effect of this new compliance need.

How should the project manager proceed?

- A. Conduct a risk assessment with the team.
- B. Update the schedule to include compliance.
- C. Manage Stakeholder Engagement.
- **D. Perform Integrated Change Control.**

Answer: D

Explanation:

According to the PMBOK Guide, specifically the Perform Integrated Change Control (PICC) process, any change to a project baseline (scope, schedule, or cost) must be formally reviewed and processed.

- * Why Choice A is correct: The SME is suggesting two significant changes: a change in prioritization (Scope/Resource baseline) and a reduction in the schedule (Schedule baseline). Even though the change is intended to "mitigate" a compliance need, the Project Manager cannot simply update the plan. They must follow the formal change management plan. This involves:
 - * Assessing the impact of the SME's suggestion on all project constraints.
 - * Documenting the request in the Change Log.
 - * Presenting the change to the Change Control Board (CCB) or the relevant authority for approval or rejection. This ensures that the "mitigation" doesn't inadvertently introduce new risks or quality issues.
 - * Analysis of other options:
 - * B (Conduct a risk assessment): While assessing risk is a part of analyzing a change request, the question asks how the PM should proceed with the SME's claim. The formal procedure for handling modifications to the project plan is Integrated Change Control.
 - * C (Update the schedule): This is "gold plating" or bypasses formal governance. A Project Manager should never update a baseline without an approved change request.
 - * D (Manage Stakeholder Engagement): This is a continuous process of communicating and working with stakeholders. While the PM will engage the SME, the specific action required to handle a change to the project's execution logic is Change Control.
- In summary, the Project Management Plan defines the "rules of the game." When a technical expert suggests a shortcut or a pivot, the Project Manager acts as the guardian of the baselines, ensuring every move is vetted through the Perform Integrated Change Control process.

NEW QUESTION # 180

Taking out insurance in relation to risk management is called what?

- A. Exploring
- B. Avoidance
- C. Mitigation
- D. Transference

Answer: D

Explanation:

Section: Volume C

Explanation

NEW QUESTION # 181

Which of the following is contained within the communications management plan?

- A. Enterprise environmental factors
- B. Glossary of common terminology
- C. An organizational chart
- D. Organizational process assets

Answer: B

Explanation:

According to the PMBOK Guide, specifically within the Plan Communications Management process, the Communications Management Plan is a component of the project management plan that describes how, when, and by whom information about the project will be administered and disseminated.

* Key Contents: The communications management plan typically includes:

* Stakeholder communication requirements: Who needs what information.

* 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.

* Person responsible for communicating the information.

* Glossary of common terminology: This is essential to ensure that all stakeholders have a common understanding of the terms used in the project, which minimizes misunderstandings and communication barriers.

* Methods or technologies used to convey the information (e.g., memes, emails, press releases).

* Resources allocated for communication activities.

* Escalation process for resolving issues that cannot be resolved at a lower staff level.

Comparison with other options:

* A. An organizational chart: This is a graphic display of project team members and their reporting relationships. It is typically a

component of the Resource Management Plan, not the communications plan, although the communications plan may reference it to determine reporting lines.

* C. Organizational process assets (OPAs): OPAs (such as communication templates or historical data) are inputs to the process of creating the communications management plan. They are not "contained within" the plan itself; rather, the plan is developed using them.

* D. Enterprise environmental factors (EEFs): Like OPAs, EEFs (such as the organization's existing communication infrastructure or regional culture) are inputs that influence the plan. They are external constraints or enablers, not a part of the plan's internal documentation.

NEW QUESTION # 182

Which tool or technique is used in the Develop Project Management Plan process?

- A. Expert judgment
- B. Pareto diagram
- C. SWOT analysis
- D. Performance reporting

Answer: A

NEW QUESTION # 183

Sensitivity analysis is typically displayed as a/an:

- A. Ishikawa diagram
- B. Pareto diagram
- C. Tornado diagram
- D. Decision tree diagram

Answer: C

Explanation:

Explanation/Reference:

Explanation:

11.4.2.2 Quantitative Risk Analysis and Modeling Techniques

* Sensitivity analysis. Sensitivity analysis helps to determine which risks have the most potential impact on the project. It helps to understand how the variations in project's objectives correlate with variations in different uncertainties. Conversely, it examines the extent to which the uncertainty of each project element affects the objective being studied when all other uncertain elements are held at their baseline values. One typical display of sensitivity analysis is the tornado diagram (Figure 11-15), which is useful for comparing relative importance and impact of variables that have a high degree of uncertainty to those that are more stable. The Tornado diagram is also helpful in analyzing risk-taking scenarios enabled on specific risks whose quantitative analysis highlights possible benefits greater than corresponding identified negative impacts. A tornado diagram is a special type of bar chart used in sensitivity analysis for comparing the relative importance of the variables. In a tornado diagram, the Y-axis contains each type of uncertainty at base values, and the X-axis contains the spread or correlation of the uncertainty to the studied output. In this figure, each uncertainty contains a horizontal bar and is ordered vertically to show uncertainties with a decreasing spread from the base values.










NEW QUESTION # 184

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