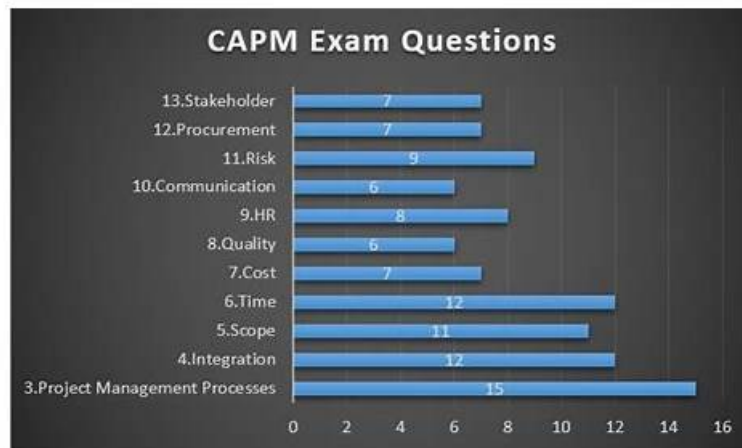


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- **CAPM Exam Prep by Rita Mulcahy**

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This book passed a quality audit and business review and abided by the PMI REP program. It is designed for project managers preparing to acquire their PMI CAPM certification and project managers who want to pass the CAPM exam on the first attempt. The study guide provides quality information to help you in your role as a project manager. It is written by Georgio Daccache, a certified PMP, PMI-ACP, ITIL, Project+ contributor, and a Certified Technical Trainer. It is also based on the PMBOK Guide, Sixth Edition.

To be eligible for the CAPM exam, candidates must have a secondary degree, such as a high school diploma, and 1,500 hours of

project experience or 23 hours of project management education. CAPM exam consists of 150 multiple-choice questions and must be completed within three hours. The questions cover project management processes, terminology, and best practices.

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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q56-Q61):

NEW QUESTION # 56

Which of the following techniques should a project manager of a large project with virtual teams use to enhance collaboration?

- A. Integrated Change Control
- B. Physical resources assignment
- C. Team building activities
- D. Resource breakdown structure

Answer: C

NEW QUESTION # 57

An output of the Develop Project Team process is:

- A. Organizational process assets.
- B. Organizational charts and position descriptions.
- C. Enterprise environmental factors updates.
- D. Project staff assignments.

Answer: C

Explanation:

Section: Volume A

NEW QUESTION # 58

The project manager has requested all expert team members to complete an anonymous questionnaire to identify possible risks. This is an example of a technique known as the:

- A. interview technique
- B. feedback technique
- C. information gathering technique
- D. Delphi technique

Answer: D

Explanation:

Section: Volume E

Explanation:

Delphi technique. The Delphi technique is a way to reach a consensus of experts. Project risk experts participate in this technique anonymously. A facilitator uses a questionnaire to solicit ideas about the important project risks. The responses are summarized and are then recirculated to the experts for further comment.

Consensus may be reached in a few rounds of this process. The Delphi technique helps reduce bias in the data and keeps any one person from having undue influence on the outcome.

5.2.2.5 Group Decision-Making Techniques

A group decision-making technique is an assessment process having multiple alternatives with an expected outcome in the form of future actions. These techniques can be used to generate, classify, and prioritize product requirements.

There are various methods of reaching a group decision, such as:

- * Unanimity. A decision that is reached whereby everyone agrees on a single course of action. One way to reach unanimity is the Delphi technique, in which a selected group of experts answers questionnaires and provides feedback regarding the responses from each round of requirements gathering. The responses are only available to the facilitator to maintain anonymity.
- * Majority. A decision that is reached with support obtained from more than 50 % of the members of the group. Having a group size with an uneven number of participants can ensure that a decision will be reached, rather than resulting in a tie.
- * Plurality. A decision that is reached whereby the largest block in a group decides, even if a majority is not achieved. This method is generally used when the number of options nominated is more than two.
- * Dictatorship. In this method, one individual makes the decision for the group. All of these group decision-making techniques can be applied to the group creativity techniques used in the Collect Requirements process.

NEW QUESTION # 59

In addition to the project charter, what other artifact is produced as a result of the Develop Project Charter process?

- A. Assumption log
- B. Milestone list
- C. Business case
- D. Risk register

Answer: A

Explanation:

Section: Volume E

NEW QUESTION # 60

Which output of Project Cost Management consists of quantitative assessments of the probable costs required to complete project work?

- A. Earned value management
- B. Cost baseline
- C. Cost management plan
- D. Activity cost estimates

Answer: D

NEW QUESTION # 61

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