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PMI CAPM

Certified Associate in Project Management (CAPM)

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## PMI Certified Associate in Project Management (CAPM) Sample Questions (Q380-Q385):

### NEW QUESTION # 380

Which process uses occurrence probability and impact on project objectives to assess the priority of identified risks?

- A. Identify Risks
- B. Plan Risk Management
- C. Perform Qualitative Risk Analysis
- D. Perform Quantitative Risk Analysis

**Answer: C**

Explanation:

Explanation/Reference:

Explanation:

Process: 11.3 Perform Qualitative Risk Analysis

Definition: The process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.

Key Benefit: The key benefit of this process is that it enables project managers to reduce the level of uncertainty and to focus on high-priority risks.

Inputs

1. Risk management plan
2. Scope baseline
3. Risk register
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Risk probability and impact assessment
2. Probability and impact matrix
3. Risk data quality assessment
4. Risk categorization
5. Risk urgency assessment
6. Expert judgment

Outputs

1. Project documents updates

### NEW QUESTION # 381

Which process involves documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans?

- A. Develop Project Management Plan
- B. Direct and Manage Project Execution
- C. Monitor and Control Project Work
- D. Collect Requirements

**Answer: A**

Explanation:

Section: Volume C

Explanation:

Process: 4.2. Develop Project Management Plan

Definition: The process of defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive project management plan. The project's integrated baselines and subsidiary plans may be included within the project management plan.

Key Benefit: The key benefit of this process is a central document that defines the basis of all project work.

Inputs

1. Project charter

2. Outputs from other processes
3. Enterprise environmental factors
4. Organizational process assets

#### Tools & Techniques

1. Expert judgment
2. Facilitation techniques

#### Outputs

1. Project management plan

#### 4.2.3.1 Project Management Plan

The project management plan is the document that describes how the project will be executed, monitored, and controlled. It integrates and consolidates all of the subsidiary plans and baselines from the planning processes.

Project baselines include, but are not limited to:

■ Scope baseline (Section 5.4.3.1),

■ Schedule baseline (Section 6.6.3.1), and

■ Cost baseline (Section 7.3.3.1).

Subsidiary plans include, but are not limited to:

■ Scope management plan (Section 5.1.3.1),

■ Requirements management plan (Section 5.1.3.2),

■ Schedule management plan (Section 6.1.3.1),

■ Cost management plan (Section 7.1.3.1),

■ Quality management plan (Section 8.1.3.1),

■ Process improvement plan (Section 8.1.3.2),

■ Human resource management plan (Section 9.1.3.1),

■ Communications management plan (Section 10.1.3.1),

■ Risk management plan (Section 11.1.3.1),

■ Procurement management plan (Section 12.1.3.1), and

■ Stakeholder management plan (Section 13.2.3.1).

■ Among other things, the project management plan may also include the following:

■ Life cycle selected for the project and the processes that will be applied to each phase;

■ Details of the tailoring decisions specified by the project management team as follows:

- Project management processes selected by the project management team,
- Level of implementation for each selected process,
- Descriptions of the tools and techniques to be used for accomplishing those processes, and
- Description of how the selected processes will be used to manage the specific project, including the dependencies and interactions among those processes and the essential inputs and outputs.

■ Description of how work will be executed to accomplish the project objectives;

■ Change management plan that documents how changes will be monitored and controlled;

■ Configuration management plan that documents how Configuration management will be performed;

■ Description of how the integrity of the project baselines will be maintained;

■ Requirements and techniques for communication among stakeholders; and

■ Key management reviews for content, the extent of, and timing to address, open issues and pending decisions.

The project management plan may be either summary level or detailed, and may be composed of one or more subsidiary plans.

Each of the subsidiary plans is detailed to the extent required by the specific project. Once the project management plan is baselined, it may only be changed when a change request is generated and approved through the Perform Integrated Change Control process.

#### NEW QUESTION # 382

The completion of the project scope is measured against the:

- A. project management plan.
- B. work performance measurements.
- C. project scope statement.
- D. requirements documentation.

**Answer: A**

Explanation:

Explanation/Reference:

Explanation:

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Requirements management plan (Section 5.1.3.2),

Schedule management plan (Section 6.1.3.1),

Cost management plan (Section 7.1.3.1),

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Human resource management plan (Section 9.1.3.1),

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#### NEW QUESTION # 383

A project manager is assigned to a strategic project. Senior management asks the project manager to give a presentation in order to request support that will ensure the success of the project.

Which entities will the project manager attempt to influence?

- A. The subject matter experts and the project
- B. The change control board and the organization
- C. The project and the organization

- D. The organization and the industry

**Answer: C**

Explanation:

Section: Volume E

#### NEW QUESTION # 384

Which of the following correctly lists the configuration management activities included in the Integrated Change Control process?

- A. Configuration identification, configuration status accounting, configuration verification and audit
- B. Configuration definition, configuration status accounting, configuration monitoring and control
- C. Configuration identification, configuration status reporting, configuration verification and audit
- D. Configuration definition, configuration status reporting, configuration monitoring and Control

**Answer: A**

Explanation:

Section: Volume E

Explanation:

Configuration control is focused on the specification of both the deliverables and the processes; while change control is focused on identifying, documenting, and approving or rejecting changes to the project documents, deliverables, or baselines.

Some of the configuration management activities included in the Perform Integrated Change Control process are as follows:

Configuration identification. Identification and selection of a configuration item to provide the basis for

■ which the product configuration is defined and verified, products and documents are labeled, changes are managed, and accountability is maintained.

Configuration status accounting. Information is recorded and reported as to when appropriate data about

■ the configuration item should be provided. This information includes a listing of approved configuration identification, status of proposed changes to the configuration, and the implementation status of approved changes.

Configuration verification and audit. Configuration verification and configuration audits ensure the

■ composition of a project's configuration items is correct and that corresponding changes are registered, assessed, approved, tracked, and correctly implemented. This ensures the functional requirements defined in the configuration documentation have been met.

#### NEW QUESTION # 385

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