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PMI CAPM (Certified Associate in Project Management) is a certification program offered by the Project Management Institute (PMI) that is specifically designed for individuals who are interested in starting their career in project management. Certified Associate in Project Management (CAPM) certification is globally recognized and is a great way for individuals to demonstrate their understanding of project management principles and practices.

PMI Certified Associate in Project Management (CAPM) Sample Questions (Q348-Q353):

NEW QUESTION # 348

Which tools or techniques are used during the Close Project or Phase process?

- A. Performance reviews and meetings
- B. Reserve analysis and expert judgment
- C. Facilitation techniques and meetings
- **D. Expert judgment and analytical techniques**

Answer: D

Explanation:

Explanation/Reference:

Explanation:

4.1.2.1 Expert Judgment

Expert judgment is often used to assess the inputs used to develop the project charter. Expert judgment is applied to all technical and management details during this process. Such expertise is provided by any group or individual with specialized knowledge or training and is available from many sources, including:

Other units within the organization,



Consultants,



Stakeholders, including customers or sponsors,



Professional and technical associations,



Industry groups,



Subject matter experts (SME), and



Project management office (PMO).



Process: 4.6. Close Project or Phase

Definition: The process of finalizing all activities across all of the Project Management Process Groups to formally complete the phase or project.

Key Benefit: The key benefit of this process is that it provides lessons learned, the formal ending of project work, and the release of organization resources to pursue new endeavors.

Inputs

1. Project management plan
2. Accepted deliverables
3. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Analytical techniques
3. Meetings

Outputs

1. Final product, service, or result transition
2. Organizational process assets updates

NEW QUESTION # 349

A team has been tasked with designing a product to address a problem they have never faced before. The project team is struggling to get traction as the solutions are not clear. What should the project manager do next?

- A. Add the issue to the project issue log, as it will impact the project performance.
- B. Meet with the project sponsor to understand their vision on how to address the problem.
- C. Add the risk to the project risk register, as the lack of solutions could impact how the product is built.
- **D. Facilitate a brainstorming session for the team to discuss ideas to solve the problem.**

Answer: D

NEW QUESTION # 350

Which tool or technique of the Define Activities process allows for work to exist at various levels of detail depending on where it is in the project life cycle?

- A. Dependency determination

- B. Rolling wave planning
- C. Historical relationships
- D. Bottom-up estimating

Answer: B

Explanation:

Explanation/Reference:

Explanation:

6.2.2.2 Rolling Wave Planning

Rolling wave planning is an iterative planning technique in which the work to be accomplished in the near term is planned in detail, while the work in the future is planned at a higher level. It is a form of progressive elaboration.

Therefore, work can exist at various levels of detail depending on where it is in the project life cycle. During early strategic planning when information is less defined, work packages may be decomposed to the known level of detail. As more is known about the upcoming events in the near term, work packages can be decomposed into activities.

Process: 6.2 Define Activities

Definition: The process of identifying and documenting the specific actions to be performed to produce the project deliverables.

Key Benefit: The key benefit of this process is to break down work packages into activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work.

Inputs

Schedule management plan

Scope baseline

Enterprise environmental factors

Organizational process assets

Tools & Techniques

Decomposition

Rolling wave planning

Expert judgment

Outputs

Activity list

Activity attributes

Milestone list

NEW QUESTION # 351

Which Manage Communications tool or technique focuses on identifying and managing barriers?

- A. Communication methods
- B. Information management systems
- C. Communication models
- D. Information technology

Answer: C

Explanation:

Section: Volume B

Explanation:

10.1.2.3 Communication Models

The communication models used to facilitate communications and the exchange of information may vary from project to project and also within different stages of the same project. [...] Medium is the technology medium and includes the mode of communication while noise includes any interference or barriers that might compromise the delivery of the message. The sequence of steps in a basic communication model is:

Encode. Thoughts or ideas are translated (encoded) into language by the sender.

Transmit Message. This information is then sent by the sender using communication channel (medium). The transmission of this message may be compromised by various factors (e.g., distance, unfamiliar technology, inadequate infrastructure, cultural difference, and lack of background information). These factors are collectively termed as noise.

Decode. The message is translated by the receiver back into meaningful thoughts or ideas.

Acknowledge. Upon receipt of a message, the receiver may signal (acknowledge) receipt of the message but

this does not necessarily mean agreement with or comprehension of the message.

Feedback/Response. When the received message has been decoded and understood, the receiver encodes

thoughts and ideas into a message and then transmits this message to the original sender.

Process: 10.2 Manage Communications

Definition: The process of creating, collecting, distributing, storing, retrieving and the ultimate disposition of project information in accordance with the communications management plan.

Key Benefit: The key benefit of this process is that it enables an efficient and effective communications flow between project stakeholders.

Inputs

1. Communications management plan
2. Work performance reports
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Communication technology
2. Communication models
3. Communication methods
4. Information management systems
5. Performance reporting

Outputs

1. Project communications
2. Project management plan updates
3. Project documents updates
4. Organizational process assets updates

NEW QUESTION # 352

Which input provides suppliers with a clear set of goals, requirements, and outcomes?

- A. Purchase order
- **B. Procurement statement of work**
- C. Source selection criteria
- D. Bidder conference

Answer: B

Explanation:

Explanation/Reference:

Explanation:

12.1.3.2 Procurement Statement of Work

The statement of work (SOW) for each procurement is developed from the project scope baseline and defines only that portion of the project scope that is to be included within the related contract. The procurement SOW describes the procurement item in sufficient detail to allow prospective sellers to determine if they are capable of providing the products, services, or results. Sufficient detail can vary based on the nature of the item, the needs of the buyer, or the expected contract form. Information included in a SOW can include specifications, quantity desired, quality levels, performance data, period of performance, work location, and other requirements.

The procurement SOW is written to be clear, complete, and concise. It includes a description of any collateral services required, such as performance reporting or post-project operational support for the procured item. In some application areas, there are specific content and format requirements for a procurement SOW. Each individual procurement item requires a SOW; however, multiple products or services can be grouped as one procurement item within a single SOW.

The procurement SOW can be revised and refined as required as it moves through the procurement process until incorporated into a signed agreement.

NEW QUESTION # 353

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