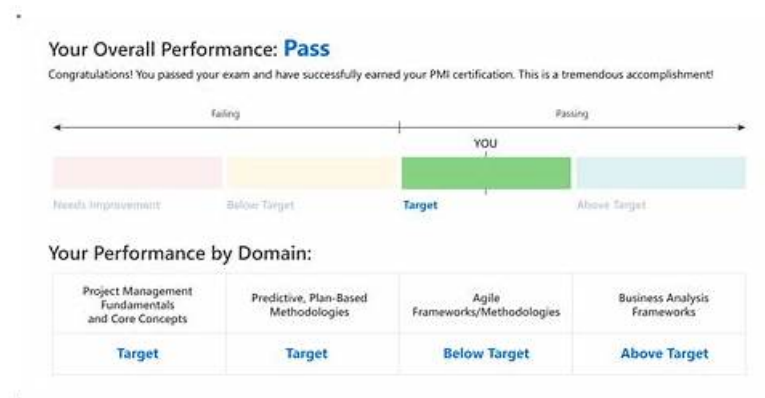


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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q913-Q918):

NEW QUESTION # 913

Using the three-point estimating technique, if the most likely duration is four months, the optimistic duration is two months, and the pessimistic duration is one year, how many months is the expected activity duration?

- A. Four
- **B. Five**
- C. Twelve
- D. Two

Answer: B

Explanation:

Section: Volume E

Explanation:

6.5.2.4 Three-Point Estimating

The accuracy of single-point activity duration estimates may be improved by considering estimation uncertainty and risk. This concept originated with the program evaluation and review technique (PERT). PERT uses three estimates to define an approximate range for an activity's duration:

Most likely (tM). This estimate is based on the duration of the activity, given the resources likely to be

assigned, their productivity, realistic expectations of availability for the activity, dependencies on other participants, and interruptions. Optimistic (tO). The activity duration based on analysis of the best-case scenario for the activity.

Pessimistic (tP). The activity duration based on analysis of the worst-case scenario for the activity.

Depending on the assumed distribution of values within the range of the three estimates the expected duration, tE, can be calculated using a formula. Two commonly used formulas are triangular and beta distributions. The formulas are:

Triangular Distribution. $tE = (tO + tM + tP) / 3$

Beta Distribution (from the traditional PERT technique). $tE = (tO + 4tM + tP) / 6$

Duration estimates based on three points with an assumed distribution provide an expected duration and clarify the range of uncertainty around the expected duration.

$$E = (a + 4m + b) / 6$$

$$(2 + (4 * 4) + 12) = 30 / 6 = 5$$

NEW QUESTION # 914

A project manager needs to demonstrate that the project meets quality standards and success criteria. For that reason, the project manager is defining the quality objectives of the project, the quality tools that will be used, and quality metrics for the project deliverables.

Which process is the project manager executing?

- A. Plan Scope Management
- B. Control Quality
- C. Plan Quality Management
- D. Manage Quality

Answer: C

NEW QUESTION # 915

The following chart contains information about the tasks in a project.

Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000

Based on the chart, what is the schedule variance (SV) for Task 8?

- A. 2,000
- B. 1,000
- C. -1,000
- D. -2,000

Answer: C

NEW QUESTION # 916

Which Process Group contains the processes performed to complete the work defined in the project management plan to satisfy the project specifications?

- A. Planning
- B. Executing
- C. Closing
- D. Initiating

Answer: B

Explanation:

Section: Volume E

Explanation/Reference:

NEW QUESTION # 917

Which type of manager is assigned by the performing organization to lead the team that is responsible for achieving the project objectives?

- A. Project
- B. Portfolio
- C. Functional

- D. Program

Answer: A

NEW QUESTION # 918

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