

PMI CAPM新版題庫上線，CAPM題庫分享



P.S. PDFExamDumps在Google Drive上分享了免費的、最新的CAPM考試題庫：<https://drive.google.com/open?id=1uRxALgDykTVDN4W92pn95N5YU6nErT38>

PMI CAPM 認證考試已經成為了IT行業中很熱門的一個考試，但是為了通過考試需要花很多時間和精力掌握好相關專業知識。在這個時間很寶貴的時代，時間就是金錢。PDFExamDumps為PMI CAPM 認證考試提供的培訓方案只需要20個小時左右的時間就能幫你鞏固好相關專業知識，讓你為第一次參加的PMI CAPM 認證考試做好充分的準備。

PMI CAPM（項目管理認證）是由項目管理學會（PMI）提供的全球公認資格。CAPM認證專為想要在項目管理領域建立穩固基礎的專業人士而設計。此認證證明持有人對項目管理原則和術語有基本理解。

PMI CAPM認證考試涵蓋了與項目管理相關的廣泛主題，包括項目啟動、規劃、執行、監控和控制以及結束。它還涵蓋了項目範圍管理、時間管理、成本管理、質量管理、溝通管理、風險管理和利益相關者管理等領域。該考試由150道多項選擇題組成，限時三小時。

>> PMI CAPM新版題庫上線 <<

真實的CAPM新版題庫上線和資格考試中的領導者和CAPM題庫分享

我們都清楚的知道，IT行業是個新型產業，它是帶動經濟發展的鏈條之一，所以它的地位也是舉足輕重不可忽視的。IT認證又是IT行業裏競爭的手段之一，通過了認證你的各方面將會得到很好的上升，但是想要通過並非易事，所以建議你利用一下培訓工具，如果要選擇通過這項認證的培訓資源，PDFExamDumps PMI的CAPM考試培訓資料當仁不讓，它的成功率高達100%，能夠保證你通過考試。

CAPM認證對於那些新手項目管理或正在轉向項目管理職位的人來說是一份有價值的資產。CAPM認證提供了對項目管理原則的基本理解的證據，這可以是成功職業生涯的跳板。它還可以提高個人的信譽，顯示他們對該職業的承諾，增加他們的收入潛力。

最新的 CAPM CAPM 免費考試真題 (Q912-Q917):

問題 #912

The milestone list is an input to which process from the Planning Process Group?

- A. Define Activities
- B. Estimate Activity Resources
- C. Estimate Activity Durations
- **D. Sequence Activities**

答案： D

解題說明：

Section: Volume D

Explanation:

6.2.3.3 Milestone List

A milestone is a significant point or event in a project. A milestone list is a list identifying all project milestones and indicates whether the milestone is mandatory, such as those required by contract, or optional, such as those based upon historical information.

Milestones are similar to regular schedule activities, with the same structure and attributes, but they have zero duration because milestones represent a moment in time.

Process: 6.3 Sequence Activities

Definition: The process of identifying and documenting relationships among the project activities.

Key Benefit: The key benefit of this process is that it defines the logical sequence of work to obtain the greatest efficiency given all project constraints.

Inputs

1. Schedule management plan
2. Activity list
3. Activity attributes
4. Milestone list
5. Project scope statement
6. Enterprise environmental factors
7. Organizational process assets

Tools & Techniques

1. Precedence diagramming method (PDM)
2. Dependency determination
3. Leads and lags

Outputs

1. Project schedule network diagrams
2. Project documents updates

問題 #913

A project manager is managing a small project that has a time constraint. What should the project manager do to ensure the delivery is on time?

- A. Increase quality review cycles.
- B. Expand the scope of the project.
- **C. Schedule the tasks in parallel.**
- D. Schedule the tasks in sequence.

答案： C

解題說明：

According to the PMBOK Guide, specifically the Develop Schedule process, when a project is facing a time constraint (a fixed deadline), the project manager must employ Schedule Compression techniques to shorten the project duration without reducing the project scope.

* Why Choice D is correct: Scheduling tasks in parallel is a technique known as Fast Tracking.

* Fast Tracking: This involves performing activities that would normally be done in sequence (one after the other) in parallel for at least a portion of their duration. For example, starting to write the user manual while the software is still being coded.

* Impact on Time: This directly reduces the total elapsed time of the project 's critical path, helping to meet tight deadlines.

* Risk Trade-off: While Fast Tracking saves time, it often increases risk and may lead to rework because tasks are being performed before the preceding task is 100% complete.

Analysis of other options:

* A (Expand the scope): Expanding scope (Scope Creep) is the opposite of what should be done under a time constraint. More

work typically requires more time, which would further jeopardize the deadline.

* B (Schedule the tasks in sequence): Sequential scheduling is the "natural" flow of project work, but it is the least efficient way to save time. If a project is already under a time constraint, relying on a linear sequence is what leads to delays.

* C (Increase quality review cycles): While quality is important, adding more review cycles consumes more time. Under a strict time constraint, the project manager might actually need to streamline processes rather than add extra steps, provided the Definition of Done is still met.

Key Concept: The Project Management Institute (PMI) emphasizes that a project manager must balance the "Triple Constraint" (Scope, Time, and Cost). When Time is fixed, Choice D (Fast Tracking) is the primary strategy used to compress the schedule by overlapping phases or activities, ensuring that the project reaches completion as quickly as possible without necessarily increasing the project's budget.

問題 #914

What behavior refers to leadership style?

- A. Rely on control
- B. Ask how and when.
- C. Do things right.
- D. Do the right things

答案: D

解題說明:

According to the PMBOK Guide and the PMI Talent Triangle, there is a distinct difference between Management and Leadership. While management focuses on systems and structure, leadership focuses on vision and people.

* Leadership Style (Do the right things): Leadership is about establishing direction, aligning people, and motivating/inspiring them. A leader asks, "What are we trying to achieve and why?" and focuses on the long-term vision and the horizon. This is summarized by the phrase "Doing the right things" - ensuring the project is providing value and moving in the correct strategic direction.

* Focus on People: Leaders focus on relationships, trust, and empowerment. They challenge the status quo when necessary to ensure the project remains relevant and successful.

Why other options are incorrect:

* Option A: Do things right: This is a core characteristic of Management. Management focuses on execution, following procedures, and ensuring that tasks are performed correctly according to the plan.

* Option C: Ask how and when: This is a Management behavior. Managers are concerned with the "how" (process) and the "when" (schedule). Leaders, by contrast, tend to ask "what" and "why."

* Option D: Rely on control: This is a Management behavior. Management relies on control and authority to ensure that the project stays within its defined boundaries. Leadership relies on trust and influence rather than control.

LEADERSHIP STYLES



Key Distinction for the Exam: When you see questions comparing Management and Leadership, remember:

* Management = Bottom line, Control, Efficiency, Systems ("Doing things right").

* Leadership = Horizon, Trust, Effectiveness, People ("Doing the right things").

問題 #915

An output of the Create WBS process is:

- A. Organizational process assets.
- B. Project scope statement.
- C. Scope baseline.
- D. Requirements traceability matrix.

答案: C

解題說明:

Section: Volume C

Explanation:

5.4.3.1 Scope Baseline

The scope baseline is the approved version of a scope statement, work breakdown structure (WBS), and its associated WBS dictionary, that can be changed only through formal change control procedures and is used as a basis for comparison. It is a component of the project management plan. Components of the scope baseline include:

Project scope statement. The project scope statement includes the description of the project scope, major deliverables, assumptions, and constraints.

WBS. The WBS is a hierarchical decomposition of the total scope of work to be carried out by the project

team to accomplish the project objectives and create the required deliverables. Each descending level of the WBS represents an increasingly detailed definition of the project work. The WBS is finalized by assigning each work package to a control account and establishing a unique identifier for that work package from a code of accounts. These identifiers provide a structure for hierarchical summation of costs, schedule, and resource information. A control account is a management control point where scope, budget, actual cost, and schedule are integrated and compared to the earned value for performance measurement. Control accounts are placed at selected management points in the WBS. Each control account may include one or more work packages, but each of the work packages should be associated with only one control account. A control account may include one or more planning packages. A planning package is a work breakdown structure component below the control account with known work content but without detailed schedule activities.

WBS dictionary. The WBS dictionary is a document that provides detailed deliverable, activity, and

scheduling information about each component in the WBS. The WBS dictionary is a document that supports the WBS. Information in the WBS dictionary may include, but is not limited to:

- Code of account identifier,
- Description of work,
- Assumptions and constraints,
- Responsible organization,
- Schedule milestones,
- Associated schedule activities,
- Resources required,
- Cost estimates,
- Quality requirements,
- Acceptance criteria,
- Technical references, and
- Agreement information

Process: 5.4 Create WBS

Definition: WBS is the process of subdividing project deliverables and project work into smaller, more manageable components.

Key Benefit: The key benefit of this process is that it provides a structured vision of what has to be delivered.

Inputs

1. Scope management plan
2. Project scope statement
3. Requirements documentation
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Decomposition
2. Expert judgment

Outputs

1. Scope baseline
2. Project documents updates

問題 #916

The correct equation for schedule variance (SV) is earned value:

- A. minus planned value [EV - PV].
- B. divided by planned value [EV/PV].
- C. divided by actual cost [EV/AC].
- D. minus actual cost [EV - AC].

答案： A

解題說明：

Explanation/Reference:

Explanation:

* Schedule variance. Schedule variance (SV) is a measure of schedule performance expressed as the difference between the earned value and the planned value. It is the amount by which the project is ahead or behind the planned delivery date, at a given point in time. It is a measure of schedule performance on a project. It is equal to the earned value (EV) minus the planned value (PV). The EVM schedule variance is a useful metric in that it can indicate when a project is falling behind or is ahead of its baseline schedule. The EVM schedule variance will ultimately equal zero when the project is completed because all of the planned values will have been earned. Schedule variance is best used in conjunction with critical path method (CPM) scheduling and risk management.

Equation: $SV = EV - PV$

問題 #917

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