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Exam Overview

The exam for the PMI CAPM Certification contains 150 multiple-choice questions, including 13 unscored items. The unscored questions will not influence on the final result and are included in the test for research purposes. The candidate will be given 3 hours to answer all the questions. The exam is available in multiple languages, including Arabic, Traditional Chinese, Simplified Chinese, Brazilian Portuguese, Japanese, Korean, French, German, English, Hebrew, Italian, Russian, Spanish, and Turkish. You can take it either as an online proctored option or at any authorized Pearson VUE testing center. The exam cost for the PMI members is \$225, while for the non-members, it is \$300. Every 3 years, the certificate holders should earn 15 PDUs to maintain their certification status and pay a renewal fee of \$60 (members) or \$150 (non-members).

PMI Certified Associate in Project Management (CAPM) Sample Questions (Q546-Q551):

NEW QUESTION # 546

In an adaptive or agile life cycle, how are the customer and sponsor involved in the project scope management activities?

- A. They should be involved only during phase or deliverable reviews
- B. Involvement is needed only during project initiation
- C. Minimal involvement of stakeholders is sufficient
- D. They should be continuously engaged

Answer: A

NEW QUESTION # 547

The following is a network diagram for a project.

How many possible paths are identified for this project?

- A. 0
- B. 1
- C. 2
- D. 3

Answer: A

Explanation:

Section: Volume B

NEW QUESTION # 548

Which statement about accepted deliverables is correct?

- A. Project deliverables are completed and checked for correctness through the Control Quality process
- B. Project deliverables meet the acceptance criteria and have been checked through the Control Quality process
- C. Project deliverables meet the acceptance criteria and are formally signed off and approved by the customer or sponsor
- D. Projects deliverables are registered as a result of all work packages that are checked and delivered and which meet the acceptance criteria

Answer: C

NEW QUESTION # 549

A project management office manages a number of aspects including the:

- A. Assignment of project resources to best meet project objectives.
- B. Project scope, schedule, cost, and quality of the products of the work packages.
- C. Central coordination of communication management across projects.
- D. Overall risk, overall opportunity, and interdependencies among projects at the enterprise level.

Answer: D

Explanation:

Explanation/Reference:

Explanation:

1.4.4 Project Management Office

A project management office (PMO) is a management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. The responsibilities of a PMO can range from providing project management support functions to actually being responsible for the direct management of one or more projects.

There are several types of PMO structures in organizations, each varying in the degree of control and influence they have on projects within the organization, such as:

Supportive. Supportive PMOs provide a consultative role to projects by supplying templates, best

practices, training, access to information and lessons learned from other projects. This type of PMO serves as a project repository.

The degree of control provided by the PMO is low.

Controlling. Controlling PMOs provide support and require compliance through various means.

Compliance may involve adopting project management frameworks or methodologies, using specific

templates, forms and tools, or conformance to governance. The degree of control provided by the PMO is moderate.

Directive. Directive PMOs take control of the projects by directly managing the projects. The degree of

control provided by the PMO is high.

The PMO integrates data and information from corporate strategic projects and evaluates how higher level strategic objectives are being fulfilled. The PMO is the natural liaison between the organization's portfolios, programs, projects, and the corporate measurement systems (e.g. balanced scorecard).

The projects supported or administered by the PMO may not be related, other than by being managed together.

The specific form, function, and structure of a PMO are dependent upon the needs of the organization that it supports.

A PMO may have the authority to act as an integral stakeholder and a key decision maker throughout the life of each project, to make recommendations, or to terminate projects or take other actions, as required, to remain aligned with the business objectives. In addition, the PMO may be involved in the selection, management, and deployment of shared or dedicated project resources.

A primary function of a PMO is to support project managers in a variety of ways which may include, but are not limited to:

Managing shared resources across all projects administered by the PMO;

Identifying and developing project management methodology, best practices, and standards;

Coaching, mentoring, training, and oversight;

Monitoring compliance with project management standards, policies, procedures, and templates by

means of project audits;

Developing and managing project policies, procedures, templates, and other shared documentation

(organizational process assets);

and

Coordinating communication across projects.

Project managers and PMOs pursue different objectives and, as such, are driven by different requirements. All of these efforts are aligned with the strategic needs of the organization. Differences between the role of project managers and a PMO may include the following:

The project manager focuses on the specified project objectives, while the PMO manages major program

scope changes, which may be seen as potential opportunities to better achieve business objectives.

The project manager controls the assigned project resources to best meet project objectives, while the

PMO optimizes the use of shared organizational resources across all projects.

The project manager manages the constraints (scope, schedule, cost, quality, etc.) of the individual

projects, while the PMO manages the methodologies, standards, overall risks/opportunities, metrics, and interdependencies among projects at the enterprise level.

NEW QUESTION # 550

Team performance assessments is an output of which of the following processes?

- A. Develop Project Team
- B. Manage Project Team
- C. Develop Human Resource Plan
- D. Perform Quality Control

Answer: A

Explanation:

Section: Volume E

Explanation/Reference:

Explanation:

Process: 9.3 Develop Project Team

Definition: The process of improving competencies, team member interaction, and overall team environment to enhance project performance. The key benefit of this process is that it results in improved teamwork, enhanced people skills and competencies, motivated employees, reduced staff turnover rates, and improved overall project performance.

Key Benefit: The key benefit of this process is that it results in improved teamwork, enhanced people skills and competencies, motivated employees, reduced staff turnover rates, and improved overall project performance.

Inputs

1. Human resource management plan
2. Project staff assignments
3. Resource calendars

Tools & Techniques

1. Interpersonal skills
2. Training

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