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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q243-Q248):

NEW QUESTION # 243

What is Project Portfolio Management?

- A. Management of a project by utilizing a portfolio of general management skills, such as planning, organizing, staffing, executing and controlling.
- B. Management of a project by dividing the project into more manageable sub- projects.
- C. Management of all projects undertaken by a company.
- D. Management of a collection of projects that are grouped together to facilitate effective management and meet strategic business objectives.

Answer: D

Explanation:

Section: Volume E

Explanation:

1.4.2 Portfolio Management

A portfolio refers to projects, programs, subportfolios, and operations managed as a group to achieve strategic objectives. The projects or programs of the portfolio may not necessarily be interdependent or directly related.

For example, an infrastructure firm that has the strategic objective of "maximizing the return on its investments" may put together a portfolio that includes a mix of projects in oil and gas, power, water, roads, rail, and airports.

From this mix, the firm may choose to manage related projects as one program. All of the power projects may be grouped together as a power program. Similarly, all of the water projects may be grouped together as a water program.

Thus, the power program and the water program become integral components of the enterprise portfolio of the infrastructure firm.

NEW QUESTION # 244

Who identifies project requirements in the early phase of the project?

- A. Project sponsor, business analyst, and key stakeholders
- B. Business analyst, product team, and key stakeholders
- C. Project manager, business analyst, and key stakeholders
- D. Project manager, business analyst, and project sponsor

Answer: A

NEW QUESTION # 245

A benefit of using virtual teams in the Acquire Project Team process is the reduction of the:

- A. possibility of communication misunderstandings
- B. costs associated with travel
- C. cultural differences of team members
- D. costs associated with technology

Answer: B

Explanation:

Explanation/Reference:

Explanation:

9.2.2.4 Virtual Teams

The use of virtual teams creates new possibilities when acquiring project team members. Virtual teams can be defined as groups of people with a shared goal who fulfill their roles with little or no time spent meeting face to face. The availability of communication technology such as e-mail, audio conferencing, social media, web-based meetings and video conferencing has made virtual teams feasible. The virtual team model makes it possible to:

Form teams of people from the same organization who live in widespread geographic areas;

☐ Add special expertise to a project team even though the expert is not in the same geographic area;

☐ Incorporate employees who work from home offices;

☐ Form teams of people who work different shifts, hours, or days;

☐ Include people with mobility limitations or disabilities; and

☐ Move forward with projects that would have been ignored due to travel expenses.

☐ There are some disadvantages related to virtual teams, such as possibility for misunderstandings, feeling of isolation, difficulties in sharing knowledge and experience between team members, and cost of appropriate technology. Communication planning becomes increasingly important in a virtual team environment. Additional time may be needed to set clear expectations, facilitate communications, develop protocols for resolving conflict, include people in decision making, understand cultural differences, and share credit in successes.

NEW QUESTION # 246

Which basic quality tool explains a change in the dependent variable in relationship to a change observed in the corresponding independent variable?

- A. Histogram
- B. Control chart
- **C. Scatter diagram**
- D. Cause-and-effect diagram

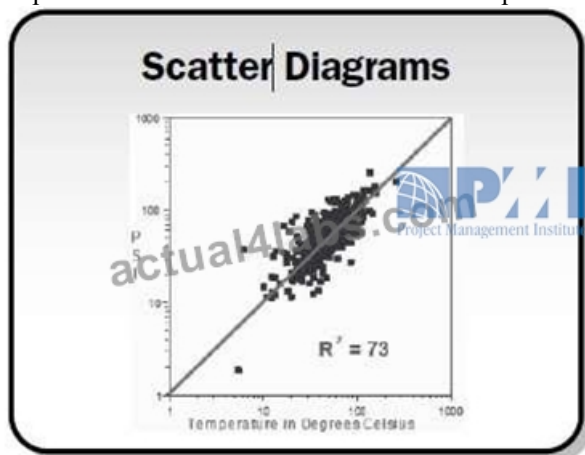
Answer: C

Explanation:

Section: Volume B

Explanation:

* Scatter diagrams, plot ordered pairs (X, Y) and are sometimes called correlation charts because they seek to explain a change in the dependent variable, Y, in relationship to a change observed in the corresponding independent variable, X. The direction of correlation may be proportional (positive correlation), inverse (negative correlation), or a pattern of correlation may not exist (zero correlation). If correlation can be established, a regression line can be calculated and used to estimate how a change to the independent variable will influence the value of the dependent variable.



NEW QUESTION # 247

A project manager is analyzing a few network diagrams in order to determine the minimum duration of a project. Which diagram should the project manager reference?

- A. A diagram which shows a combination of resource and time optimization.
- B. A diagram in which a predefined series of activities has been organized.
- **C. A diagram in which the critical path method has been applied.**
- D. A diagram in which resource optimization has been applied.

Answer: C

Explanation:

According to the PMBOK Guide, the Critical Path Method (CPM) is the primary technique used to estimate the minimum project duration and determine the amount of scheduling flexibility (float) on the logical network paths within the schedule model.

* Longest Path, Shortest Duration: The "Critical Path" is defined as the sequence of activities that represents the longest path through a project, which determines the shortest possible duration to complete the project. Any delay in a critical path activity directly impacts the project completion date.

* Mathematical Analysis: The CPM calculates the theoretical early start and finish dates, and late start and finish dates, for all activities without regard for any resource limitations. This provides a "baseline" for the fastest possible execution.

* Total Float: Activities on the critical path typically have zero total float. Understanding this path allows the project manager to identify which activities are most sensitive to delay.

Analysis of Other Options:

* A. A diagram in which resource optimization has been applied: While resource optimization (like resource leveling) is important for creating a realistic schedule, it often increases the project duration rather than determining the theoretical minimum. It adjusts the schedule based on when people or equipment are actually available.

* C. A diagram in which a predefined series of activities has been organized: This describes a basic network diagram or a template. Simply organizing activities doesn't perform the mathematical analysis required to identify the critical path and the resulting minimum duration.

* D. A diagram which shows a combination of resource and time optimization: While this might represent a final, refined schedule, it

is not the specific tool used to determine the minimum duration.

The "minimum" is found first via CPM (Time), and then resources are applied to see if that minimum is achievable.

NEW QUESTION # 248

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