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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q414-Q419):

NEW QUESTION # 414

An output of the Create WBS process is:

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

Answer: B

Explanation:

Explanation/Reference:

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

NEW QUESTION # 415

What is the Project Schedule Management practice used to deliver incremental value to the customer?

- A. Iterative scheduling with a backlog
- B. Resource optimization
- C. On-demand scheduling
- D. Critical path method

Answer: A

NEW QUESTION # 416

An example of a group decision-making technique is:

- A. affinity diagram
- B. multi-criteria decision analysis
- C. nominal group technique
- D. majority

Answer: D

Explanation:

Section: Volume B

NEW QUESTION # 417

Which process develops options and actions to enhance opportunities and reduce threats to project objectives?

- A. Identify Risks
- B. Control Risks
- C. Plan Risk Management
- D. Plan Risk Responses

Answer: D

NEW QUESTION # 418

Control charts, flowcharting, histograms, Pareto charts, and scatter diagrams are tools and techniques of which process?

- A. Perform Quality Assurance
- B. Report Performance
- C. Plan Quality
- D. Perform Quality Control

Answer: C

NEW QUESTION # 419

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