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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q770-Q775):

NEW QUESTION # 770

Which item is an input to the Define Activities process?

- A. Schedule data
- B. Risk register
- C. Activity list
- **D. Scope baseline**

Answer: D

Explanation:

Section: Volume A

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: 6.2 Define Activities

Definition: The process of identifying and documenting the specific actions to be performed to produce the project deliverables.

Key Benefit: The key benefit of this process is to break down work packages into activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work.

Inputs

1. Schedule management plan
2. Scope baseline
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Decomposition
2. Rolling wave planning
3. Expert judgment

Outputs

1. Activity list
2. Activity attributes
3. Milestone list

NEW QUESTION # 771

Which tool or technique is used in Close Procurements?

- A. Procurement audits
- B. Procurement plan
- C. Closure process
- D. Contract plan

Answer: A

Explanation:

Explanation/Reference:

Explanation:

12.4.2.1 Procurement Audits

A procurement audit is a structured review of the procurement process originating from the Plan Procurement Management process through Control Procurements. The objective of a procurement audit is to identify successes and failures that warrant recognition in the preparation or administration of other procurement contracts on the project, or on other projects within the performing organization.

12.4 Close Procurements

The process of completing each project procurement.

Key Benefit: The key benefit of this process is that it documents agreements and related documentation for future reference.

Inputs

1. Project management plan
2. Procurement documents

Tools & Techniques

1. Procurement audits
2. Procurement negotiations
3. Records management system

Outputs

1. Closed procurements
2. Organizational process assets updates

NEW QUESTION # 772

A project's purpose or justification, measurable project objectives and related success criteria, a summary milestone schedule, and a summary budget are all components of which document?

- A. Work breakdown structure
- B. Requirements document
- C. Project charter
- D. Project management plan

Answer: C

Explanation:

Explanation/Reference:

Explanation:

4.1.3.1 Project Charter

The project charter is the document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. It documents the business needs, assumptions, constraints, the understanding of the customer's needs and high-level requirements, and the new product, service, or result that it is intended to satisfy, such as:

- Project purpose or justification,
- Measurable project objectives and related success criteria,
- High-level requirements,
- Assumptions and constraints,
- High-level project description and boundaries,
- High-level risks,
- Summary milestone schedule,
- Summary budget,
- Stakeholder list,
- Project approval requirements (i.e., what constitutes project success, who decides the project is successful, and who signs off on the project),
- Assigned project manager, responsibility, and authority level, and
- Name and authority of the sponsor or other person(s) authorizing the project charter.

Process: 4.1. Develop Project Charter

Definition: The process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

Key Benefit: The key benefit of this process is a well-defined project start and project boundaries, creation of a formal record of the project, and a direct way for senior management to formally accept and commit to the project.

Inputs

1. Project statement of work
2. Business case
3. Agreements
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Facilitation techniques

Outputs

1. Project charter

NEW QUESTION # 773

Which tool or technique is used to develop a project charter?

- A. Project manager information systems
- **B. Expert judgment**
- C. Brainstorming
- D. Change control meetings

Answer: B

Explanation:

Explanation/Reference:

Explanation:

4.1.2.1 Expert Judgment

Expert judgment is often used to assess the inputs used to develop the project charter. Expert judgment is applied to all technical and management details during this process. Such expertise is provided by any group or individual with specialized knowledge or training and is available from many sources, including:

- Other units within the organization,
- Consultants,
- Stakeholders, including customers or sponsors,
- Professional and technical associations,
- Industry groups,

- Subject matter experts (SME), and
- Project management office (PMO).

□ Process: 4.1. Develop Project Charter

Definition: The process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

Key Benefit: The key benefit of this process is a well-defined project start and project boundaries, creation of a formal record of the project, and a direct way for senior management to formally accept and commit to the project.

Inputs

1. Project statement of work
2. Business case
3. Agreements
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Facilitation techniques

Outputs

1. Project charter

NEW QUESTION # 774

While preparing the project management plan on a weekly basis, the project manager indicates the intention to provide an issues report to the staff via e-mail. In which part of the plan will this type of information be included?

- A. Quality management plan
- B. Procurement management plan
- C. Communications management plan
- D. Human resource plan

Answer: C

NEW QUESTION # 775

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