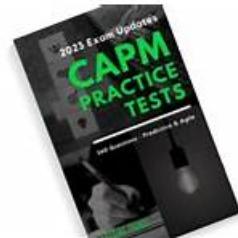


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PMI Certified Associate in Project Management (CAPM) Sample Questions (Q1091-Q1096):

NEW QUESTION # 1091

A project charter is an output of which Process Group?

- A. Closing
- B. Executing
- C. Planning
- D. **Initiating**

Answer: D

Explanation:

Explanation/Reference:

Explanation:

4.2.1.1 Project Charter

Described in Section 4.1.3.1. The size of the project charter varies depending on the complexity of the project and the information known at the time of its creation. At a minimum, the project charter should define the high-level boundaries of the project. The project team uses the project charter as the starting point for initial planning throughout the Initiating Process Group.

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.
□

NEW QUESTION # 1092

What is the most accurate rough order of magnitude (ROM)?

- A. In the Planning phase, the estimate is in the range of +/- 50%.
- B. In the Monitoring and Controlling phase, the estimate is in the range of +/- 15%.
- C. In the Closing phase, the estimate is in the range of +/- 15%.
- D. **In the Initiation phase, the estimate is in the range of +/- 50%.**

Answer: D

Explanation:

Section: Volume D

Explanation:

A rough order of magnitude (ROM) estimate is the least accurate estimate. A Guide to the Project Management Body of Knowledge (The PMBOK Guide), 5th Edition gives the guidelines that ROMs are -50% to +50% accurate, the PMBOK Guide 5th Edition gives the guidelines that ROMs are -25% to +75% accurate, or potentially even larger. It should be noted that stated percentages are not the main takeaway are not likely specifically tested on; it is more the concept and idea that ROMs are a rough estimate, are used early in the project when info is limited, and are hence the least accurate.

NEW QUESTION # 1093

The process of developing a detailed description of the project and product is known as:

- **A. Define Scope.**
- B. Create WBS.
- C. Verify Scope.
- D. Collect Requirements.

Answer: A

Explanation:

Explanation/Reference:

Explanation:

Process: 5.3 Define Scope

Definition: The process of developing a detailed description of the project and product.

Key Benefit: The key benefit of this process is that it describes the product, service, or result boundaries by defining which of the requirements collected will be included in and excluded from the project scope.

Inputs

1. Scope management plan
2. Project charter
3. Requirements documentation
4. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Product analysis

3. Alternatives generation
4. Facilitated workshops

Outputs

1. Project scope statement
2. Project documents updates

NEW QUESTION # 1094

Which process in Project Time Management includes reserve analysis as a tool or technique?

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

Answer: B

Explanation:

Section: Volume A

Explanation:

Process: 6.5 Estimate Activity Durations

Definition: The process of estimating the number of work periods needed to complete individual activities with estimated resources.

Key Benefit: The key benefit of this process is that it provides the amount of time each activity will take to complete, which is a major input into the Develop Schedule process.

Inputs

1. Schedule management plan
2. Activity list
3. Activity attributes
4. Activity resource requirements
5. Resource calendars
6. Project scope statement
7. Risk register
8. Resource breakdown structure
9. Enterprise environmental factors
10. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Analogous estimating
3. Parametric estimating
4. Three-point estimating
5. Group decision-making techniques
6. Reserve analysis

Outputs

1. Activity duration estimates
2. Project documents updates

6.5.2.6 Reserve Analysis

Duration estimates may include contingency reserves, sometimes referred to as time reserves or buffers, into the project schedule to account for schedule uncertainty. Contingency reserves are the estimated duration within the schedule baseline, which is allocated for identified risks that are accepted and for which contingent or mitigation responses are developed. Contingency reserves are associated with the "known-unknowns," which may be estimated to account for this unknown amount of rework.

As more precise information about the project becomes available, the contingency reserve may be used, reduced, or eliminated.

Contingency should be clearly identified in schedule documentation.

[..]

Estimates may also be produced for the amount of management reserve of time for the project. Management reserves are a specified amount of the project duration withheld for management control purposes and are reserved for unforeseen work that is within scope of the project. Management reserves are intended to address the "unknown-unknowns" that can affect a project. Management reserve is not included in the schedule baseline, but it is part of the overall project duration requirements. Depending on contract terms, use of management reserves may require a change to the schedule baseline.

NEW QUESTION # 1095

In which sphere of influence is the project manager demonstrating the value of project management and advancing the efficacy of the project management office (PMO)?

- A. The product
- B. The industry
- C. The project
- D. The organization

Answer: C

NEW QUESTION # 1096

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