DUMPSARENA

Certified Associate in Project Management (PMI-100)

PMI CAPM

Version Demo

Total Demo Questions: 13

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Topic Break Down

Topic	No. of Questions
Topic 1, New Update	826
Topic 2, Volume A	150
Topic 3, Volume B	150
Topic 4, Volume C	149
Topic 5, Volume D	151
Topic 6, Volume E	563
Total	1989

QUESTION NO: 1

Project Stakeholder Management focuses on:

A. project staff assignments

B. project tea m acquisition

C. managing conflicting interests

D. communication methods

ANSWER: C

QUESTION NO: 2

A regression line is used to estimate:

A. Whether or not a process is stable or has predictable performance.

B. How a change to the independent variable influences the value of the dependent variable.

C. The upper and lower specification limits on a control chart.

D. The central tendency, dispersion, and shape of a statistical distribution.

ANSWER: B

QUESTION NO: 3

Which is a major component of an agreement?

A. Change request handling

B. Risk register templates

C. Lessons learned register

D. Procurement management plan

ANSWER: D

QUESTION NO: 4

Select three elements that apply to agile/adaptive environments? (Choose three.)

A. Frequent team checkpoints

B. Colocation

C. Access to information

D. Virtual team members

E. Geographically dispersed team

ANSWER: A B C

QUESTION NO: 5

A company has implemented an adaptive project management framework for a new project. When planning for an iteration, how should risks be addressed? (Choose two.)

A. Risks should be considered when selecting the content of each iteration

B. Risks should be tailored for each iteration

C. Risks should be identified, analyzed, and managed during each iteration

D. Risks should be documented prior to each iteration

E. Risks should be reviewed only once during each iteration

ANSWER: A C

QUESTION NO: 6

When large or complex projects are separated into distinct phases or subprojects, all of the Process Groups would normally be:

A. divided among each of the phases or subprojects.

B. repeated for each of the phases or subprojects.

C. linked to specific phases or subprojects.

D. integrated for specific phases or subprojects.

ANSWER: B

QUESTION NO: 7

Which estimating technique uses the actual costs of previous similar projects as a basis for estimating the costs of the current project?

A. Analogous

B. Parametric

C. Bottom-up

D. Top-down

ANSWER: A

QUESTION NO: 8 - (DRAG DROP)

DRAG DROP

A project manager is reviewing the different tools and techniques used to perform a quantitative risk analysis. Match the tool and techniques with the appropriate result.

Select and Place:

Tools and Techniques		Result
Decision Tree Analysis		Monte Carlo Output
Simulation		Tornado diagram
Sensitivity Analysis		Expected Monetary Value (EMV)

ANSWER:

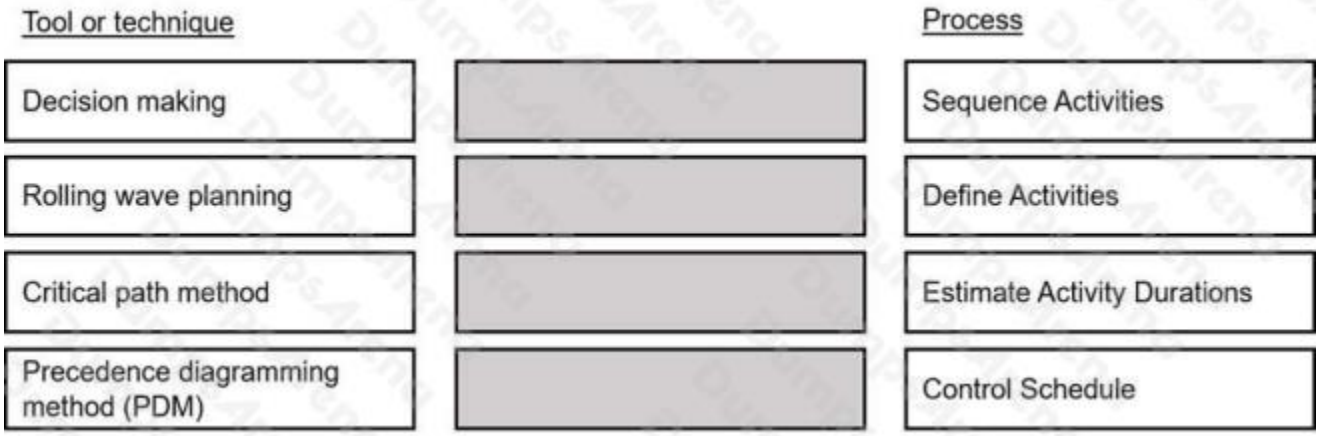
Tools and Techniques		Result
Decision Tree Analysis	Simulation	Monte Carlo Output
Simulation	Sensitivity Analysis	Tornado diagram
Sensitivity Analysis	Decision Tree Analysis	Expected Monetary Value (EMV)

QUESTION NO: 9 - (DRAG DROP)

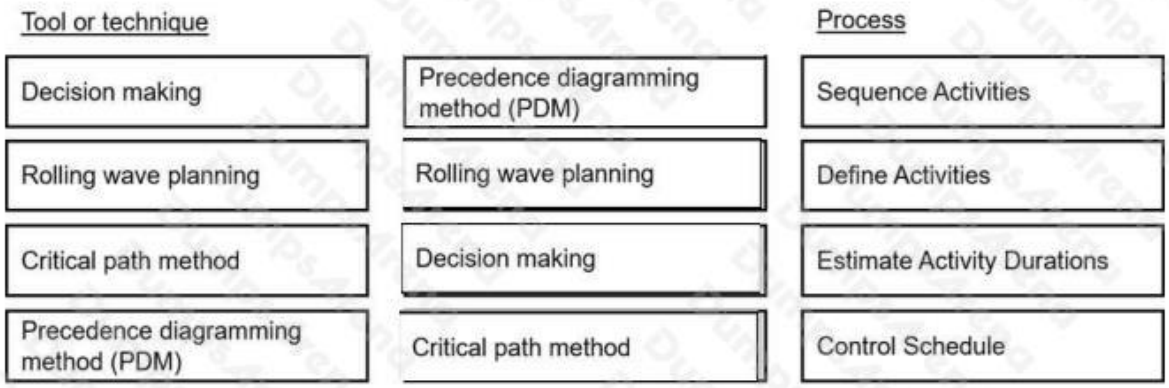
DRAG DROP

Match the tool or technique with the corresponding Project Integration Management process.

Select and Place:



ANSWER:



Explanation:

Reference: https://www.projectengineer.net/project-schedule-management-according-to-the-pmbok/

QUESTION NO: 10

Which is used to solicit proposals from prospective sellers?

A. Procurement statement of work

B. Resource calendars

C. Procurement document

D. Independent estimates

ANSWER: C

QUESTION NO: 11

A tool and technique used in the Develop Project Charter process is:

A. change control tools

B. expert judgment

C. meetings

D. analytical techniques

ANSWER: B

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).

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

QUESTION NO: 12

One of the tools and techniques of the Manage Project Team process is:

A. organization charts.

B. ground rules.

C. organizational theory,

D. conflict management.

ANSWER: D

Explanation:

9.4.2.3 Conflict Management

Conflict is inevitable in a project environment. Sources of conflict include scarce resources, scheduling priorities, and personal work styles. Team ground rules, group norms, and solid project management practices, like communication planning and role definition, reduce the amount of conflict.

Successful conflict management results in greater productivity and positive working relationships. When managed properly, differences of opinion can lead to increased creativity and better decision making. If the differences become a negative factor, project team members are initially responsible for their resolution. If conflict escalates, the project manager should help facilitate a satisfactory resolution. Conflict should be addressed early and usually in private, using a direct, collaborative approach. If disruptive conflict continues, formal procedures may be used, including disciplinary actions.

The success of project managers in managing their project teams often depends a great deal on their ability to resolve conflict. Different project managers may utilize different conflict resolution methods. Factors that influence conflict resolution methods include:

• Relative importance and intensity of the conflict,

• Time pressure for resolving the conflict,

• Position taken by persons involved, and

• Motivation to resolve conflict on a long-term or a short-term basis.

There are five general techniques for resolving conflict. As each one has its place and use, these are not given in any particular order:

- Withdraw/Avoid. Retreating from an actual or potential conflict situation; postponing the issue to be better prepared or to be resolved by others.

- Smooth/Accommodate. Emphasizing areas of agreement rather than areas of difference; conceding one's position to the needs of others to maintain harmony and relationships.

- Compromise/Reconcile. Searching for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict.

- Force/Direct. Pushing one's viewpoint at the expense of others; offering only win-lose solutions, usually enforced through a power position to resolve an emergency.

- Collaborate/Problem Solve. Incorporating multiple viewpoints and insights from differing perspectives; requires a cooperative attitude and open dialogue that typically leads to consensus and commitment.

Process: 9.4 Manage Project Team

Definition: The process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance. Key Benefit: The key benefit of this process is that it influences team behavior, manages conflict, resolves issues, and appraises team member performance.

Inputs

1. Human resource management plan

2. Project staff assignments

3. Team performance assessments

4. Issue log

5. Work performance reports

6. Organizational process assets

Tools & Techniques

1. Observation and conversation

2. Project performance appraisals

3. Conflict management

4. Interpersonal skills

Outputs

1. Change requests

2. Project management plan updates

3. Project documents updates

4. Enterprise environmental factors updates

5. Organizational process assets updates

QUESTION NO: 13

Which is the correct formula for calculating expected activity cost for three-point estimating?

A. Ce = (C0 + 6Cm + Cp)/4

B. Ce = (6C0 + Cm + Cp)/4

C. Ce = (C0 + 4Cm + Cp)/6

D. Ce = (C0 + C„, + 4Cp) /6

ANSWER: C

Explanation:

6.5.2.4 Three-Point Estimating

The accuracy of single-point activity duration estimates may be improved by considering estimation uncertainty and risk. This concept originated with the program evaluation and review technique (PERT).

PERT uses three estimates to define an approximate range for an activity's duration:

- Most likely (tM). This estimate is based on the duration of the activity, given the resources likely to be assigned, their productivity, realistic expectations of availability for the activity, dependencies on other participants, and interruptions.
- Optimistic (tO). The activity duration based on analysis of the best-case scenario for the activity.
- Pessimistic (tP). The activity duration based on analysis of the worst-case scenario for the activity.

Depending on the assumed distribution of values within the range of the three estimates the expected duration, tE, can be calculated using a formula. Two commonly used formulas are triangular and beta distributions. The formulas are:

- Triangular Distribution. tE = (tO + tM + tP) / 3
- Beta Distribution (from the traditional PERT technique). tE = (tO + 4tM + tP) / 6

Duration estimates based on three points with an assumed distribution provide an expected duration and clarify the range of uncertainty around the expected duration.

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