Aug-2023 PMI CAPM Actual Questions and 100% Cover Real Exam Questions [Q401-Q425
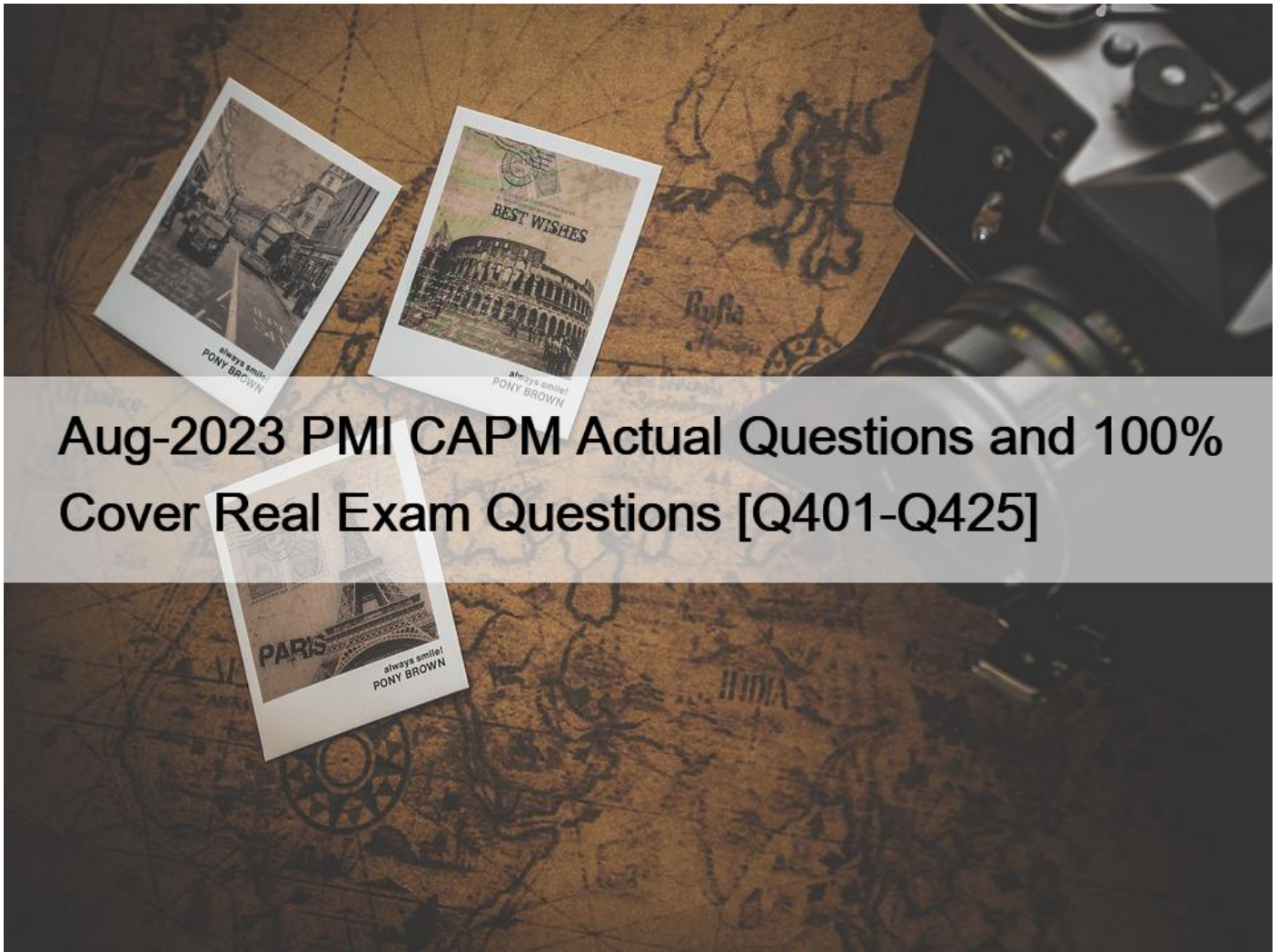

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Q401. The ways in which the roles and responsibilities, reporting relationships, and staffing management will be addressed and structured within a project is described in the:

* Human resource management plan.
* Activity resource requirements.
* Personnel assessment tools,
* Multi-criteria decision analysis.

Explanation/Reference:

Explanation:

9.1.3.1 Human Resource Management Plan

The human resource management plan, a part of the project management plan, provides guidance on how project human resources should be defined, staffed, managed, and eventually released. The human resource management plan and any subsequent revisions are also inputs into the Develop Project Management Plan process.

Process: 9.1 Plan Human Resource Management

Definition: The process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan.

Key Benefit: The key benefit of this process is that it establishes project roles and responsibilities, project organization charts, and the staffing management plan including the timetable for staff acquisition and release.

Inputs

1. Project management plan

2. Activity resource requirements

3. Enterprise environmental factors

4. Organizational process assets

Tools & Techniques

1. Organization charts and position descriptions

2. Networking

3. Organizational theory

4. Expert judgment

5. Meetings

Outputs

1. Human resource management plan

Q402. Which enterprise environmental factors may influence Plan Schedule Management?
* Cultural views regarding time schedules and professional and ethical behaviors
* Historical information and change control procedures
* Risk control procedures and the probability and impact matrix
* Resource availability and organizational culture and structure
Section: Volume B

Explanation:

6.1.1.3 Enterprise Environmental Factors

Described in Section 2.1.5. The enterprise environmental factors that influence the Plan Schedule Management process include, but are not limited to:

Organizational culture and structure can all influence schedule management;

.

Resource availability and skills that may influence schedule planning;

.

Project management software provides the scheduling tool and alternative possibilities for managing the

.

schedule;

Published commercial information, such as resource productivity information, is often available from

.

commercial databases; and

Organizational work authorization systems.

.

Process: 6.1 Plan Schedule Management

Definition: The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule.

Key Benefit: The key benefit of this process is that it provides guidance and direction on how the project schedule will be managed throughout the project.

Inputs

1. Project management plan

2. Project charter

3. Enterprise environmental factors

4. Organizational process assets

Tools & Techniques

1. Expert judgment

2. Analytical techniques

3. Meetings

Outputs

1. Schedule management plan

Q403. Project management processes are:
* Static; they must not change across different projects.
* Applied globally and across all industry groups.
* Discrete elements with well-defined interfaces.
* Project phases, applied as required in different projects.
Section: Volume E

Explanation/Reference:

Q404. The degree of uncertainty an entity is willing to take on in anticipation of a reward is known as its risk:
* management
* response
* tolerance
* appetite
Explanation/Reference:

Explanation:

11 PROJECT RISK MANAGEMENT

[..]

Organizations perceive risk as the effect of uncertainty on projects and organizational objectives.

Organizations and stakeholders are willing to accept varying degrees of risk depending on their risk attitude. The risk attitudes of both the organization and the stakeholders may be in?uenced by a number of factors, which are broadly classifed into three themes:

Risk appetite, which is the degree of uncertainty an entity is willing to take on in anticipation of a reward.

.

Risk tolerance, which is the degree, amount, or volume of risk that an organization or individual will

.

withstand.

Risk threshold, which refers to measures along the level of uncertainty or the level of impact at which a

.

stakeholder may have a specific interest. Below that risk threshold, the organization will accept the risk.

Above that risk threshold, the organization will not tolerate the risk.

For example, an organization’s risk attitude may include its appetite for uncertainty, its threshold for risk levels that are unacceptable, or its risk tolerance at which point the organization may select a different risk response.

Positive and negative risks are commonly referred to as opportunities and threats. The project may be accepted if the risks are within tolerances and are in balance with the rewards that may be gained by taking the risks. Positive risks that offer opportunities within the limits of risk tolerances may be pursued in order to generate enhanced value. For example, adopting an aggressive resource optimization technique is a risk taken in anticipation of a reward for using fewer resources.

Q405. The organization’s perceived balance between risk taking and risk avoidance is reflected in the risk:
* Responses
* Appetite
* Tolerance
* Attitude
Explanation/Reference:

Explanation:

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Q406. What type of project structure is a hierarchically organized depiction of the resources by type?
* Organizational breakdown structure (OBS)
* Resource breakdown structure (RBS)
* Work breakdown structure (WBS)
* Project breakdown structure (PBS)
Section: Volume C

Explanation

Explanation:

6.4.3.2 Resource Breakdown Structure

The resource breakdown structure is a hierarchical representation of resources by category and type.

Examples of resource categories include labor, material, equipment, and supplies. Resource types may include the skill level, grade level, or other information as appropriate to the project. The resource breakdown structure is useful for organizing and reporting project schedule data with resource utilization information.

Q407. Lessons learned are created and project resources are released in which Process Group?
* Planning
* Executing
* Closing
* Initiating
Section: Volume A

Q408. Team performance assessments is an output of which of the following processes?
* Develop Human Resource Plan
* Perform Quality Control
* Develop Project Team
* Manage Project Team
Section: Volume E

Explanation:

Process: 9.3 Develop Project Team

Definition: The process of improving competencies, team member interaction, and overall team environment to enhance project performance. The key benefit of this process is that it results in improved teamwork, enhanced people skills and competencies, motivated employees, reduced staff turnover rates, and improved overall project performance.

Key Benefit: The key benefit of this process is that it results in improved teamwork, enhanced people skills and competencies, motivated employees, reduced staff turnover rates, and improved overall project performance.

Inputs

1. Human resource management plan

2. Project staff assignments

3. Resource calendars

Tools & Techniques

1. Interpersonal skills

2. Training

3. Team-building activities

4. Ground rules

5. Colocation

6. Recognition and rewards

7. Personnel assessment tools

Outputs

1. Team performance assessments

2. Enterprise environmental factors updates

Q409. The procurement requirements for a project include working with several vendors.

What should the project manager take into consideration during the Project Procurement Management processes?
* Work performance information
* Bidder conferences
* Complexity of procurement
* Procurement management plan

Q410. A new project has been set. Four main stakeholders besides the project manager and four other team members have been identified.

How many communication channels are available?
* 8
* 18
* 36
* 40
Section: Volume E

Explanation/Reference: https://www.izenbridge.com/blog/how-to-calculate-communication-channels/

Q411. Which of the Project Time Management processes analyzes activity sequencing, durations, resource requirements, and schedule constraints?

* Estimate Activity Durations
* Control Schedule
* Sequence Activities
* Develop Schedule
Section: Volume E

Explanation:

Process: 6.6 Develop Schedule

Definition: The process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule model.

Key Benefit: The key benefit of this process is that by entering schedule activities, durations, resources, resource availabilities, and logical relationships into the scheduling tool, it generates a schedule model with planned dates for completing project activities.

Inputs

1. Schedule management plan

2. Activity list

3. Activity attributes

4. Project schedule network diagrams

5. Activity resource requirements

6. Resource calendars

7. Activity duration estimates

8. Project scope statement

9. Risk register

10. Project staff assignments

11. Resource breakdown structure

12. Enterprise environmental factors

13. Organizational process assets

Tools & Techniques

1. Schedule network analysis

2. Critical path method

3. Critical chain method

4. Resource optimization techniques

5. Modeling techniques

6. Leads and lags

7. Schedule compression

8. .Scheduling tool

Outputs

1. Schedule baseline

2. .Project schedule

3. Schedule data

4. Project calendars

5. Project management plan updates

6. Project documents updates

Q412. A given schedule activity is most likely to last four weeks. In a best-case scenario, the schedule activity is estimated to last two weeks. In a worst-case scenario, the schedule activity is estimated to last 12 weeks.

Given these three estimates, what is the expected duration of the activity?
*   Three weeks
*   Four weeks
*   Five weeks
*   Six weeks
Explanation/Reference:

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.

Formula:

E = (a + 4m + b) / 6

Application:

(2+ (4*4) +12)=30 /6 =5

Q413. Plan Communications Management develops an approach and plan for project communications based on stakeholders’ needs and requirements and:
* Available organizational assets
* Project staff assignments
* Interpersonal skills
* Enterprise environmental factors
Section: Volume B

Explanation:

Process: 10.1 Plan Communications Management

Definition: The process of developing an appropriate approach and plan for project communications based on stakeholder’s information needs and requirements, and available organizational assets.

Key Benefit: The key benefit of this process is that it identifies and documents the approach to communicate most effectively and

efficiently with stakeholders.

Inputs

1. Project management plan

2. Stakeholder register

3. Enterprise environmental factors

4. Organizational process assets

Tools & Techniques

1. Communication requirements analysis

2. Communication technology

3. Communication models

4. Communication methods

5. Meetings

Outputs

1. Communications management plan

2. Project documents updates

Q414. What should a project manager reference to understand where responsibility, accountability, and authority reside within a company?
* Project charter
* Scope of work
* Project management system
* Organizational system

Q415. Which item is an input to the Define Activities process?
* Schedule data
* Activity list
* Risk register
* Scope baseline

Q416. What are the objectives of initiation processes?
* Initiation processes are performed in order to develop the project charter and identify stakeholders.
* Initiation processes are performed in order to obtain budget approval for a project or phase and approve scope with customers.
* Initiation processes are performed to identify business objectives for a project or phase and identify stakeholders' goals.
* Initiation processes are performed to map initial requirements for a project or phase and prioritize them with stakeholders.
Section: Volume E

Explanation/Reference: https://smallbusiness.chron.com/initiating-process-project-management-36001.html

Q417. Which of the following is an output of the Define Activities process?
* Activity list
* Project plan
* Activity duration estimates
* Project schedule

Q418. Which of the following is an input to Develop Human Resource Plan?
* Team performance assessment
* Roles and responsibilities
* Staffing management plan
* Enterprise environmental factors
Section: Volume D

Explanation/Reference:

Q419. What is the schedule performance index (SPI) using the following data? BAC = $100,000 PV = $50,000 AC

$80,000 EV = $40,000
* 1
* 0.4
* 0.5
* 0.8
Section: Volume D

Q420. Which of the following is an input to Direct and Manage Project Execution?
* Requested changes
* Approved change requests
* Work performance information
* Implemented defect repair

Q421. In a project, total float measures the:
* Ability to shuffle schedule activities to lessen the duration of the project.
* Amount of time an activity can be extended or delayed without altering the project finish date.
* Cost expended to restore order to the project schedule after crashing the schedule.
* Estimate of the total resources needed for the project after performing a forward pass.
Section: Volume A

Q422. An input to the Plan Procurement Management process is:
* Source selection criteria.
* Market research.
* A stakeholder register.
* A records management system.
Explanation/Reference:

Explanation:

5.2.1.5 Stakeholder Register

Described in Section 13.1.3.1. The stakeholder register is used to identify stakeholders who can provide information on the requirements. The stakeholder register also captures major requirements and main expectations stakeholders may have for the project.

13.1.3.1 Stakeholder Register

The main output of the Identify Stakeholders process is the stakeholder register. This contains all details related to the identified stakeholders including, but not limited to:

Identification information. Name, organizational position, location, role in the project, contact

.

information;

Assessment information. Major requirements, main expectations, potential influence in the project,

.

phase in the life cycle with the most interest; and

Stakeholder classification. Internal/external, supporter/neutral/resistor, etc.

.

The stakeholder register should be consulted and updated on a regular basis, as stakeholders may change-or new ones identified-throughout the life cycle of the project.

Process: 12.1 Plan Procurement Management

Definition: The process of documenting project procurement decisions, specifying the approach, and identifying potential sellers.

Key Benefit: The key benefit of this process is that it determines whether to acquire outside support, and if so, what to acquire, how to acquire it, how much is needed, and when to acquire it.

Inputs

1. Project management plan

2. Requirements documentation

3. Risk register

4. Activity resource requirements

5. Project schedule

6. Activity cost estimates

7. Stakeholder register

8. Enterprise environmental factors

9. Organizational process assets

Tools & Techniques

1. Make-or-buy analysis

2. Expert judgment

3. Market research

4. Meetings

Outputs

1. Procurement management plan

2. Procurement statement of work

3. Procurement documents

4. Source selection criteria

5. Make-or-buy decisions

6. Change requests

7. Project documents updates

Q423. Which of the following events would result in a baseline update?
* A project is behind schedule and the project manager wants the baseline to reflect estimated actual completion.
* A customer has approved a change request broadening the project scope and increasing the budget.
* One of the risks identified in the risk management plan occurs, resulting in a schedule delay.
* One of the key project team resources has left the team and no replacement is available.
Explanation/Reference:

Explanation:

5.6.3.3 Project Management Plan Updates

Project management plan updates may include, but are not limited to:

* Scope Baseline Updates. If the approved change requests have an effect on the project scope, then the scope statement, the WBS, and the WBS dictionary are revised and reissued to re?ect the approved changes through Perform Integrated Change Control process.

* Other Baseline Updates. If the approved change requests have an effect on the project besides the project scope, then the corresponding cost baseline and schedule baselines are revised and reissued to re?ect the approved changes.

Q424. Which type of contract is a hybrid of both a cost-reimbursable and a fixed-price contract?

* Cost Plus Award Fee Contract (CPAF)
* Firm-Fixed -Price Contract (FFP)
* Time and Material Contract (T&M)
* Cost Plus Incentive Fee Contract (CPIF)

Q425. In a functional organization, the director of an important stakeholder business group expressed concern to a line manager about the progress of the project. What should the line manager do next?

* Hold a face-to-face meeting with the project manager and warn them.
* Point the director to a link where they can take a look at the reports.
* Invite stakeholders to attend monthly progress review meetings.
* Ask the project manager to update the monthly status report distribution list.

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