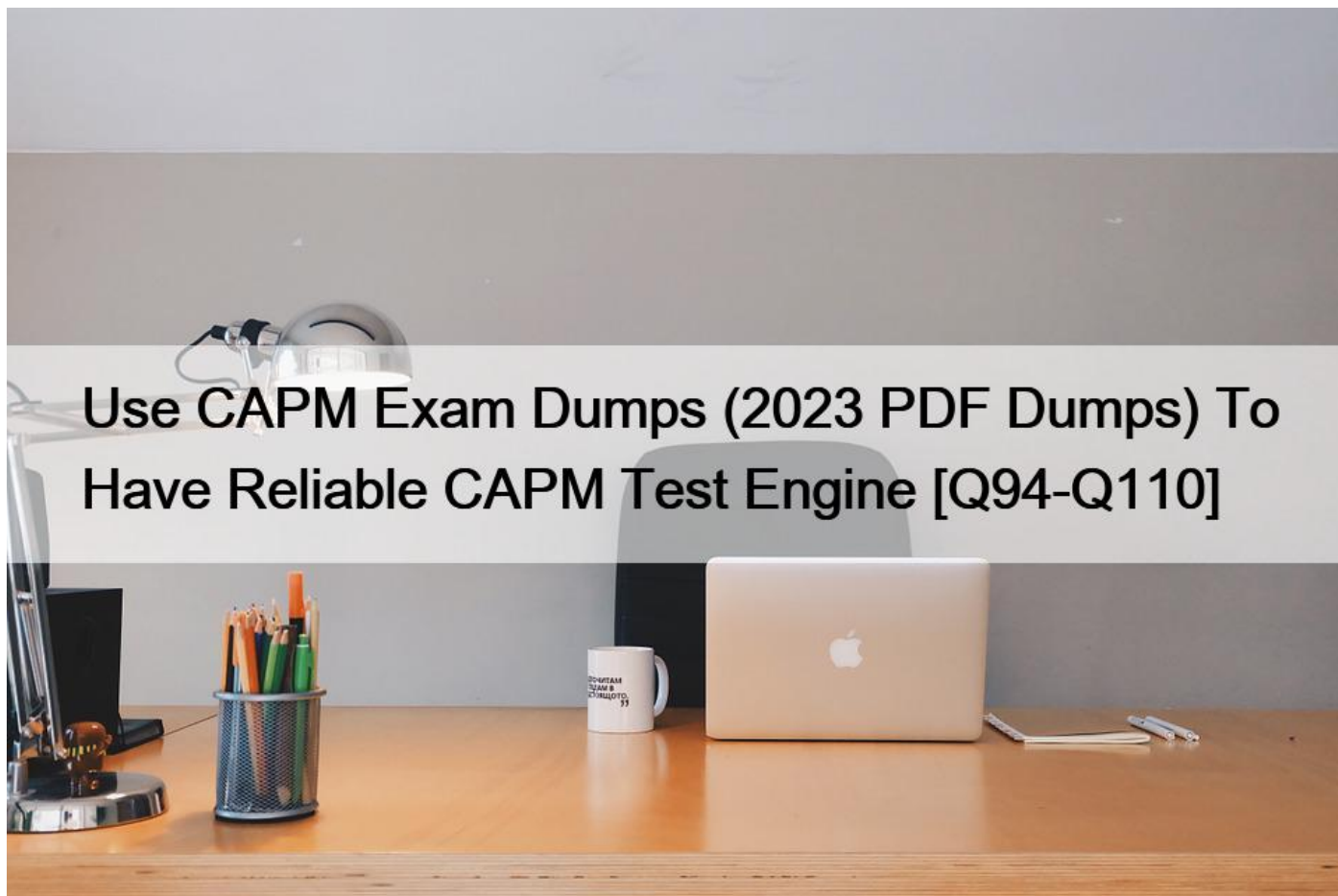


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Career Benefits

After earning the PMI Certified Associate in Project Management (CAPM) certification, the candidates can work as Consultants, Business Analysts, Project Engineers, Project Coordinators, Project Administrators, or Project Managers, among other positions. This certificate is considered one of the highest paying options with a median annual salary of \$101,103. However, the real remuneration varies depending on the specific job role and experience of a professional.

NEW QUESTION 94

Within a matrix organization, dual reporting of team members is a risk for project success. Who is responsible for managing this dual reporting relationship factor?

- * Functional manager
- * Project manager
- * Functional manager supported by the project manager

* Project management office

Section: Volume E

NEW QUESTION 95

What is the order of the stages of project team development?

- * Forming, Storming, Norming, Performing, and Adjourning
- * Storming, Forming, Norming, Performing, and Adjourning
- * Adjourning, Forming, Storming, Norming, and Performing
- * Forming, Storming, Performing, Norming, and Adjourning

Section: Volume E

Explanation/Reference: <https://project-management.com/the-five-stages-of-project-team-development/>

NEW QUESTION 96

Documented identification of a flaw in a project component together with a recommendation is termed a:

- * corrective action.
- * preventive action.
- * non-conformance report,
- * defect repair.

NEW QUESTION 97

Which type of analysis would be used for the Plan Quality process?

- * Schedule
- * Checklist
- * Assumption
- * Cost-Benefit

Section: Volume C

Explanation:

8.1.2.1 Cost-Benefit Analysis

The primary benefits of meeting quality requirements include less rework, higher productivity, lower costs, increased stakeholder satisfaction, and increased profitability. A cost-benefit analysis for each quality activity compares the cost of the quality step to the expected benefit.

Process: 8.1 Plan Quality Management

Definition: The process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements and/or standards.

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

Inputs

1. Project management plan

2. Stakeholder register
3. Risk register
4. Requirements documentation
5. Enterprise environmental factors
6. Organizational process assets

Tools & Techniques

1. Cost-benefit analysis
2. Cost of quality
3. Seven basic quality tools
4. Benchmarking
5. Design of experiments
6. Statistical sampling
7. Additional quality planning tools
8. Meetings

Outputs

1. Quality management plan
2. Process improvement plan
3. Quality metrics
4. Quality checklists
5. Project documents updates

NEW QUESTION 98

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.

NEW QUESTION 99

Which of the following are outputs of the Define Scope process in Project Scope Management?

- * Requirements documentation and requirements traceability matrix
- * Scope management plan and requirements management plan
- * Project scope statement and project documents updates
- * Scope baseline and project documents updates

NEW QUESTION 100

A risk may be graded into different priorities by which process?

- * Risk monitoring and controlling
- * Risk response planning
- * Qualitative risk analysis
- * Quantitative risk analysis

NEW QUESTION 101

Overlooking negative stakeholders can result in a/an:

- * decreased likelihood of conflicting interests between stakeholders.
- * decreased likelihood of the projects progress being impeded
- * increased likelihood of project failure.
- * increased likelihood of project success.

NEW QUESTION 102

Which type of project management office (PMO) supplies templates, best practices, and training to project teams?

- * Supportive
- * Directive
- * Controlling
- * Instructive

Section: Volume A

NEW QUESTION 103

Which tool or technique used in the Control Procurements process can be conducted during the execution of the project to verify compliance with deliverables?

- * Procurement documents
- * Inspection and audits
- * Estimate budget
- * Risk register

Section: Volume B

Explanation:

Inspections and Audits. A process to observe performance of contracted work or a promised product against agreed-upon requirements.

Process: 12.3 Control Procurements

Definition: The process of managing procurement relationships, monitoring contract performance, and making changes and

corrections as appropriate.

Key Benefit: The key benefit of this process is that it ensures that both the seller's and buyer's performance meets procurement requirements according to the terms of the legal agreement.

Inputs

1. Project management plan
2. Procurement documents
3. Agreements
4. Approved change requests
5. Work performance reports
6. Work performance data

Tools & Techniques

1. Contract change control system
2. Procurement performance reviews
3. Inspections and audits
4. Performance reporting
5. Payment systems
6. Claims administration
7. Records management system

Outputs

1. Work performance information
2. Change requests
3. Project management plan updates
4. Project documents updates
5. Organizational process assets updates

NEW QUESTION 104

Plan Communications Management develops an approach and plan for project communications based on stakeholders's

needs and requirements and:

- * Available organizational assets
- * Project staff assignments
- * Interpersonal skills
- * Enterprise environmental factors

Explanation/Reference:

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

NEW QUESTION 105

The CPI is .92, and the EV is US\$172,500. What is the actual cost of the project?

- * US\$158,700
- * US\$172,500

* US\$187,500

* US\$245,600

Explanation/Reference:

Explanation:

CPI = budgeted cost of work performed (BCWP) / actual cost of work performed (ACWP) $US\$172,500 / US\$187,500 = 0.92$

NEW QUESTION 106

Which can be used to determine whether a process is stable or has predictable performance?

* Matrix diagram

* Histogram

* Control chart

* Flowchart

Section: Volume D

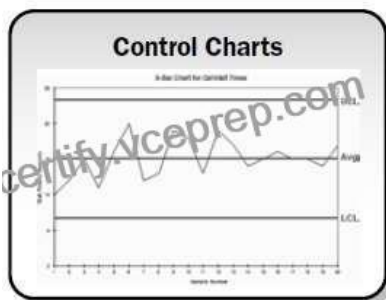
Explanation/Reference:

Explanation:

Control charts, are used to determine whether or not a process is stable or has predictable performance.

Upper and lower specification limits are based on requirements of the agreement. They reflect the maximum and minimum values allowed. There may be penalties associated with exceeding the specification limits. Upper and lower control limits are different from specification limits. The control limits are determined using standard statistical calculations and principles to ultimately establish the natural capability for a stable process. The project manager and appropriate stakeholders may use the statistically calculated control limits to identify the points at which corrective action will be taken to prevent unnatural performance. The corrective action typically seeks to maintain the natural stability of a stable and capable process. For repetitive processes, the control limits are generally set at $\pm 3\sigma$ around a process mean that has been set at \bar{x} . A process is considered out of control when: (1) a data point exceeds a control limit; (2) seven consecutive plot points are above the mean; or (3) seven consecutive plot points are below the mean. Control charts can be used to monitor various types of output variables.

Although used most frequently to track repetitive activities required for producing manufactured lots, control charts may also be used to monitor cost and schedule variances, volume, and frequency of scope changes, or other management results to help determine if the project management processes are in control.



NEW QUESTION 107

Fast tracking is a schedule compression technique used to shorten the project schedule without changing project scope. Which of the following can result from fast tracking?

- * The risk of achieving the shortened project time is increased.
- * The critical path will have positive total float.
- * Contingency reserves are released for redeployment by the project manager.
- * Duration buffers are added to maintain a focus on planned activity durations.

NEW QUESTION 108

In which phase of team building activities do team members begin to work together and adjust their work habits and behavior to support the team?

- * Performing
- * Storming
- * Norming
- * Forming

Explanation/Reference:

Explanation:

One of the models used to describe team development is the Tuckman ladder (Tuckman, 1965; Tuckman

& Jensen, 1977), which includes five stages of development that teams may go through. Although it's common for these stages to occur in order, it's not uncommon for a team to get stuck in a particular stage or slip to an earlier stage. Projects with team members who worked together in the past may skip a stage.

Forming. This phase is where the team meets and learns about the project and their formal roles and

responsibilities. Team members tend to be independent and not as open in this phase.

Storming. During this phase, the team begins to address the project work, technical decisions, and the

project management approach. If team members are not collaborative and open to differing ideas and perspectives, the environment can become counterproductive.

Norming. In the norming phase, team members begin to work together and adjust their work habits and

behaviors to support the team. The team learns to trust each other.

Performing. Teams that reach the performing stage function as a well-organized unit. They are

interdependent and work through issues smoothly and effectively.

Adjourning. In the adjourning phase, the team completes the work and moves on from the project. This

typically occurs when staff is released from the project as deliverables are completed or as part of carrying out the Close Project or Phase process (Section 4.6).

The duration of a particular stage depends upon team dynamics, team size, and team leadership. Project managers should have a good understanding of team dynamics in order to move their team members through all stages in an effective manner.

NEW QUESTION 109

Which standard has interrelationships to other project management disciplines such as program management and portfolio management?

- * Program Management Body of Knowledge Guide
- * The Standard for Program Management
- * Organizational Project Management Maturity Model (OPM3\$)
- * Guide to the Project Management Body of Knowledge (PMBOK®)

NEW QUESTION 110

Impacts to other organizational areas, levels of service, and acceptance criteria are typical components of which document?

- * Business case
- * Work breakdown structure
- * Requirements documentation
- * Risk register

Explanation/Reference:

Explanation:

5.2.3.1 Requirements Documentation

Requirements documentation describes how individual requirements meet the business need for the project.

Requirements may start out at a high level and become progressively more detailed as more about the requirements is known. Before being baselined, requirements need to be unambiguous (measurable and testable), traceable, complete, consistent, and acceptable to key stakeholders. The format of a requirements document may range from a simple document listing all the requirements categorized by stakeholder and priority, to more elaborate forms containing an executive summary, detailed descriptions, and attachments.

Components of requirements documentation can include, but, are not limited to:

Business requirements, including:

? Business and project objectives for traceability;

? Business rules for the performing organization; and

? Guiding principles of the organization

* Stakeholder requirements, including:

? Impacts to other organizational areas;

? Impacts to other entities inside or outside the performing organization; and

? Stakeholder communication and reporting requirements.

* Solution requirements, including:

? Functional and nonfunctional requirements;

? Technology and standard compliance requirements;

? Support and training requirements;

? Quality requirements; and

? Reporting requirements, etc. (solution requirements can be documented textually, in models, or both).

Project requirements, such as:

.

? Levels of service, performance, safety, compliance, etc.; and

? Acceptance criteria.

Transition requirements.

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Requirements assumptions, dependencies, and constraints.

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What to Expect from CAPM

The exam is based on the PMI Project Management Body of Knowledge, called the PMBOK Guide. Overall, there are 150

multiple-choice questions in the main exam, but only 135 are scoring questions, fifteen of which are pre-test and don't affect the final score. Also, the PMI CAPM is administered globally and is available online in 14 languages. The entire exam runs for three hours and does not have breaks. The cost of the exam is \$225 for PMI members and \$300 for non-members. What is more, members also have exclusive resources and information, a downloadable edition of the PMBOK Guide, and other benefits.

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