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Exam Code:CAPM

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QUESTION 1

Project or phase closure guidelines or requirements, historical information, and the lessons learned knowledge base are examples of which input to the Close Project or Phase process?

- A. Organizational process assets
- B. A work breakdown structure
- C. The project management plan
- D. Enterprise environmental factors

Correct Answer: A

QUESTION 2

High-level project risks are included in which document?

- A. Business case
- B. Risk breakdown structure
- C. Project charter
- D. Risk register

Correct Answer: C

QUESTION 3

Definitions of probability and impact, revised stakeholder tolerances, and tracking are components of which subsidiary plan?

- A. Cost management plan
- B. Quality management plan
- C. Communications management plan
- D. Risk management plan

Correct Answer: D

QUESTION 4

Which is the document that presents a hierarchical project organization?

- A. WBS

- B. CPI
- C. OBS
- D. BOM

Correct Answer: C

QUESTION 5

The project charter is an input to which process?

- A. Develop Project Charter
- B. Develop Project Management Plan
- C. Monitor and Control Project Work
- D. Perform Integrated Change Control

Correct Answer: B

QUESTION 6

Which of the following characteristics are found in a functional organizational structure?

- A. Little or no project manager authority, little or no resource availability, and the functional manager controls the project budget
- B. Limited project manager authority, limited resource availability, and a part-time project manager's role
- C. Low to moderate project manager authority, low to moderate resource availability, and a full-time project manager's role
- D. High to almost total project manager authority, high to almost total resource availability, and full-time project management administrative staff

Correct Answer: A

QUESTION 7

Activity resource requirements and the resource breakdown structure (RBS) are outputs of which Project Time Management process?

- A. Control Schedule
- B. Define Activities
- C. Develop Schedule
- D. Estimate Activity Resources

Correct Answer: D

QUESTION 8

What are the identified risks for doing excessive decomposition in a WBS?

- A. Insufficient project funding and disqualification of sellers
- B. Insufficient project funding and ineffective use of resources
- C. Disqualification of sellers and non-productive management efforts
- D. Non-productive management effort and inefficient use of resources

Correct Answer: D

QUESTION 9

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

- A. US\$158,700
- B. US\$172,500
- C. US\$187,500
- D. US\$245,600

Correct Answer: C

QUESTION 10

The component of the risk management plan that documents how risk activities will be recorded is called:

- A. tracking
- B. scoping
- C. timing
- D. defining

Correct Answer: A

QUESTION 11

Which of the following conditions should the project manager consider when working on the scheduling for an adaptive environment?

- A. Defining, sequencing, estimating activity durations, and developing a schedule model are so tightly linked that they are viewed as a single process.
- B. The detailed project schedule should remain flexible throughout the project to accommodate newly gained knowledge.
- C. An iterative scheduling and on-demand, pull-based scheduling will be required.
- D. To address the full delivery schedule, a range of techniques may be needed and then need to be adapted.

Correct Answer: A

QUESTION 12

Which quality management and control tool is useful in visualizing parent-to-child relationships in any decomposition hierarchy that uses a systematic set of rules that define a nesting relationship?

- A. Interrelationship digraphs
- B. Tree diagram
- C. Affinity diagram
- D. Network diagram

Correct Answer: B