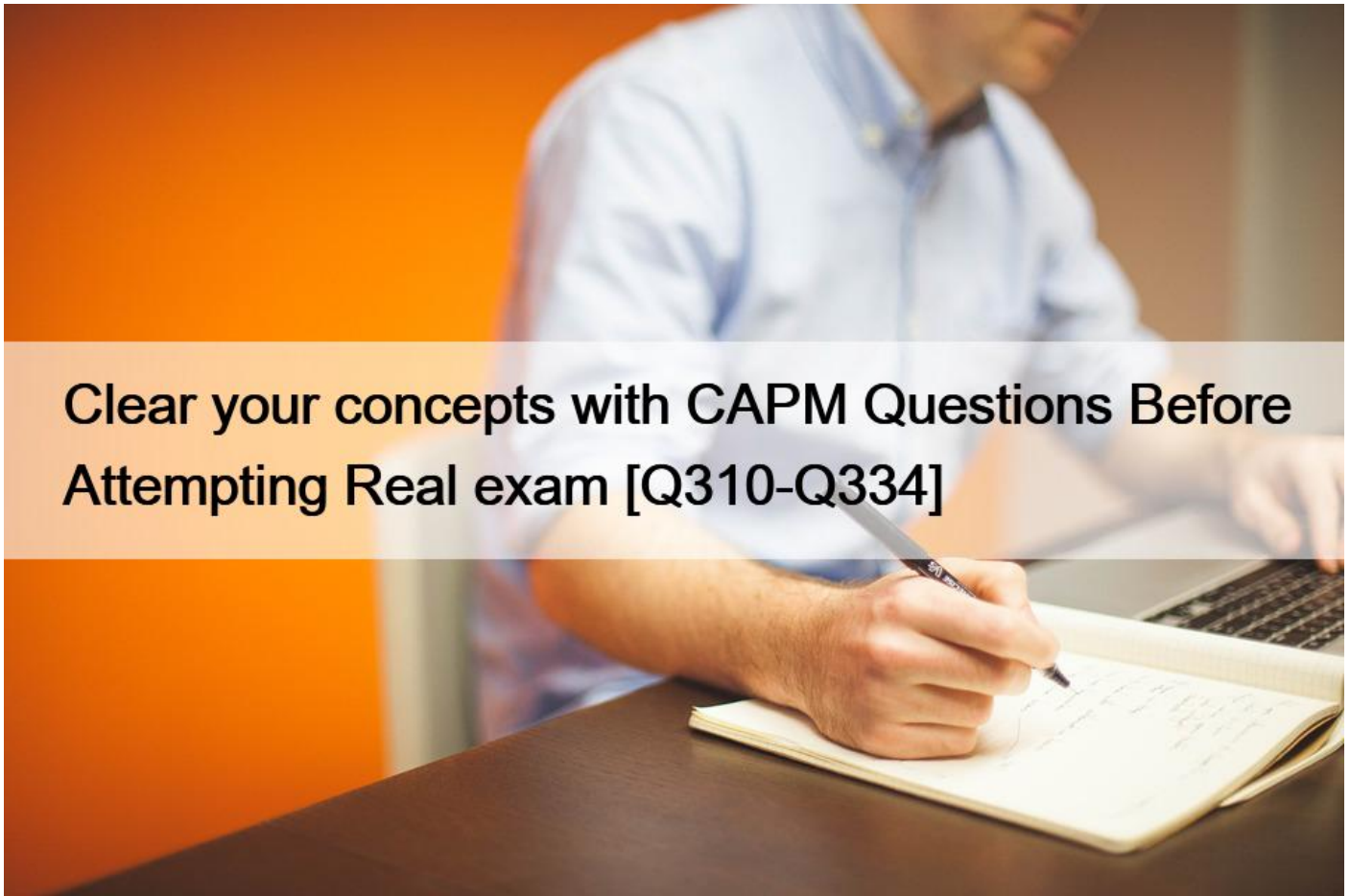


## Clear your concepts with CAPM Questions Before Attempting Real exam [Q310-Q334]



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### **NEW QUESTION 310**

Work performance information is an input to which of the following processes?

- \* Direct and Manage Project Work
- \* Monitor and Control Project Work
- \* Control Scope
- \* Validate Scope

### **NEW QUESTION 311**

Regression analysis, failure mode and effect analysis (FMEA), fault tree analysis (FTA), and trend analysis are examples of which tool or technique?

- \* Expert judgment
- \* Forecasting methods

\* Earned value management

\* Analytical techniques

Section: Volume A

Explanation:

#### 4.4.2.2 Analytical Techniques

Analytical techniques are applied in project management to forecast potential outcomes based on possible variations of project or environmental variables and their relationships with other variables. Examples of analytical techniques used in projects are:

Regression analysis,

.

Grouping methods,

.

Causal analysis,

.

Root cause analysis,

.

Forecasting methods (e.g., time series, scenario building, simulation, etc.),

.

Failure mode and effect analysis (FMEA),

.

Fault tree analysis (FTA),

.

Reserve analysis,

.

Trend analysis,

.

Earned value management, and

.

Variance analysis.

### NEW QUESTION 312

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?

- \* Interrelationship digraphs
- \* Tree diagram
- \* Affinity diagram
- \* Network diagram

### NEW QUESTION 313

Which Control Scope input is compared to actual results to determine if corrective action is required for the project?

- \* Scope baseline
- \* Scope management plan
- \* Change management plan
- \* Cost baseline

### NEW QUESTION 314

Which tool and technique identifies inefficient and ineffective policies, processes, and procedures?

- \* Scope audits
- \* Scope reviews
- \* Quality audits
- \* Control chart

Section: Volume C

### NEW QUESTION 315

Which of the following processes are within the Initiating Process Group?

- \* Develop Project Management Plan and Identify Stakeholders
- \* Develop Project Management Plan and Plan Communications
- \* Develop Project Charter and Identify Stakeholders
- \* Develop Project Charter and Develop Project Scope Statement

Explanation/Reference:

Explanation:

Initiating Process Group

4.1 Develop Project Charter

13.1 Identify Stakeholders

### NEW QUESTION 316

Which of the following change requests can bring expected future performance of the project work in line with the project management plan?

- \* Corrective action
- \* Defect repair
- \* Preventative action
- \* Probable action

Explanation/Reference:

Explanation:

#### 4.3.3.3 Change Requests

A change request is a formal proposal to modify any document, deliverable, or baseline. An approved change request will replace the associated document, deliverable, or baseline and may result in an update to other parts of the project management plan. When issues are found while project work is being performed, change requests are submitted, which may modify project policies or procedures, project scope, project cost or budget, project schedule, or project quality. Other change requests cover the needed preventive or corrective actions to forestall negative impact later in the project. Requests for a change can be direct or indirect, externally or internally initiated, and can be optional or legally/contractually mandated, and may include:

Corrective action-An intentional activity that realigns the performance of the project work with the

.

project management plan;

Preventive action-An intentional activity that ensures the future performance of the project work is

.

aligned with the project management plan;

Defect repair-An intentional activity to modify a nonconforming product or product component;

.

Updates-Changes to formally controlled project documents, plans, etc., to reflect modified or additional

.

ideas or content.

#### **NEW QUESTION 317**

Which of the following is the process of identifying the specific actions to be performed to produce the project deliverables?

- \* Estimate Activity Durations
- \* Sequence Activities
- \* Define Activities
- \* Activity Attributes

Section: Volume E

## Explanation

Explanation:

Process: 6.2 Define Activities

Definition: The process of identifying and documenting the specific actions to be performed to produce the project deliverables.

Key Benefit: The key benefit of this process is to break down work packages into activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work.

## Inputs

1. Schedule management plan
2. Scope baseline
3. Enterprise environmental factors
4. Organizational process assets

## Tools & Techniques

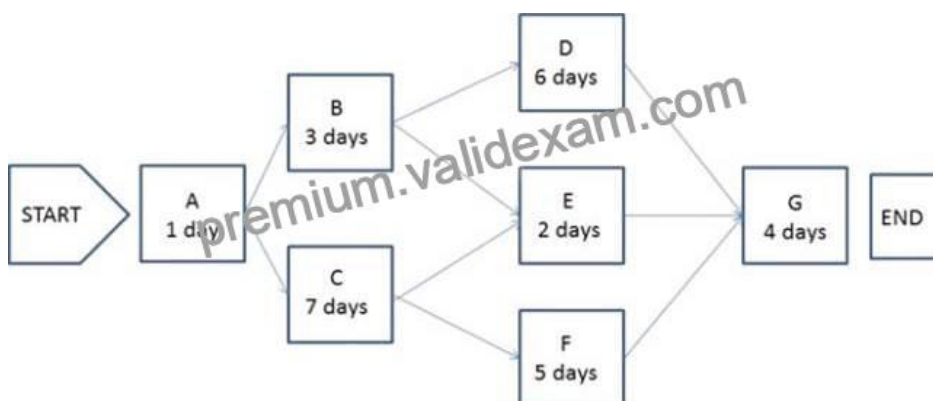
1. Decomposition
2. Rolling wave planning
3. Expert judgment

## Outputs

1. Activity list
2. Activity attributes
3. Milestone list

## NEW QUESTION 318

The following is a network diagram for a project.



The total float for the project is how many days?

- \* 3
- \* 5
- \* 7
- \* 9

### NEW QUESTION 319

Which is an input to the Scope Verification Process?

- \* Performance report
- \* Work breakdown structure
- \* Requested changes
- \* Project scope statement

Explanation/Reference:

Explanation:

The project team must complete a scope statement for developing a common understanding of the project scope among stakeholders. This lists project deliverables & summary level sub-products, whose full and satisfactory delivery marks the completion of the project

### NEW QUESTION 320

A project manager is identifying the risks of a project.

Which technique should the project manager use?

- \* Representations of uncertainty
- \* Prompt lists
- \* Audits
- \* Risk categorization

### NEW QUESTION 321

Which process is responsible for monitoring the status of the project and product scope and managing changes to the scope baseline?

- \* Variance Analysis
- \* Define Scope
- \* Verify Scope
- \* Control Scope

Section: Volume E

Explanation:

Process: 5.6 Control Scope

Definition: The process of monitoring the status of the project and product scope and managing changes to the scope baseline.

Key Benefit: The key benefit of this process is that it allows the scope baseline to be maintained throughout the project.

### Inputs

1. Project management plan
2. Requirements documentation
3. Requirements traceability matrix
4. Work performance data
5. Organizational process assets

### Tools & Techniques

1. Variance analysis

### Outputs

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

### NEW QUESTION 322

What entity is assigned various responsibilities related to the centralized and coordinated management of those projects under its domain?

- \* Project management office
- \* Project team office
- \* Executive sponsor office
- \* Program management office

### NEW QUESTION 323

Which quality tool incorporates the upper and lower specification limits allowed within an agreement?

- \* Control chart
- \* Flowchart
- \* Checksheet
- \* Pareto diagram

Section: Volume B

### NEW QUESTION 324

The review of a seller's progress toward achieving the goals of scope and quality within cost and schedule compared to the contract is known as:

- \* Work performance information.
- \* Inspections and audits.
- \* Payment systems.
- \* Procurement performance reviews.

Section: Volume A

Explanation:

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 325

The scope management plan is a subsidiary of which project document?

- \* Schedule management plan
- \* Project management plan
- \* Quality management plan
- \* Resource management plan

Section: Volume C

Explanation:

#### 4.2.3.1 Project Management Plan

The project management plan is the document that describes how the project will be executed, monitored, and controlled. It integrates and consolidates all of the subsidiary plans and baselines from the planning processes.

Project baselines include, but are not limited to:

Scope baseline (Section 5.4.3.1),

•

Schedule baseline (Section 6.6.3.1), and

•

Cost baseline (Section 7.3.3.1).

•

Subsidiary plans include, but are not limited to:

Scope management plan (Section 5.1.3.1),

•

Requirements management plan (Section 5.1.3.2),

•

Schedule management plan (Section 6.1.3.1),

•

Cost management plan (Section 7.1.3.1),

•

Quality management plan (Section 8.1.3.1),

•

Process improvement plan (Section 8.1.3.2),

•

Human resource management plan (Section 9.1.3.1),

•

Communications management plan (Section 10.1.3.1),

•

Risk management plan (Section 11.1.3.1),

•

Procurement management plan (Section 12.1.3.1), and

•

Stakeholder management plan (Section 13.2.3.1).

•

Among other things, the project management plan may also include the following:

Life cycle selected for the project and the processes that will be applied to each phase;

•

Details of the tailoring decisions specified by the project management team as follows:

•

? Project management processes selected by the project management team,

? Level of implementation for each selected process,

? Descriptions of the tools and techniques to be used for accomplishing those processes, and

? Description of how the selected processes will be used to manage the specific project, including the dependencies and interactions among those processes and the essential inputs and outputs.

Description of how work will be executed to accomplish the project objectives;

.

Change management plan that documents how changes will be monitored and controlled;

.

Configuration management plan that documents how Configuration management will be performed;

.

Description of how the integrity of the project baselines will be maintained;

.

Requirements and techniques for communication among stakeholders; and

.

Key management reviews for content, the extent of, and timing to address, open issues and pending

.

decisions.

The project management plan may be either summary level or detailed, and may be composed of one or more subsidiary plans. Each of the subsidiary plans is detailed to the extent required by the specific project. Once the project management plan is baselined, it may only be changed when a change request is generated and approved through the Perform Integrated Change Control process.

## **NEW QUESTION 326**

Which tool or technique is used in the Perform Integrated Change Control process?

- \* Decomposition
- \* Modeling techniques
- \* Resource optimization
- \* Meetings

Section: Volume A

Explanation:

### 4.3.2.3 Meetings

Meetings are used to discuss and address pertinent topics of the project when directing and managing project work. Attendees at the meetings may include the project manager, the project team and appropriate stakeholders involved or affected by the topics addressed. Each attendee should have a defined role to ensure appropriate participation. Meetings tend to be one of three types:

Information exchange;

•

Brainstorming, option evaluation, or design; or

•

Decision making.

•

Meeting types should not be mixed as a best practice. Meetings should be prepared with a well-defined agenda, purpose, objective, and time frame and should be appropriately documented with meeting minutes and action items. Meeting minutes should be stored as defined in the project management plan. Meetings are most effective when all participants can be face-to-face in the same location. Virtual meetings can be held using audio and/or video conferencing tools, but generally require additional preparation and organization to achieve the same effectiveness of a face-to-face meeting.

Process: 4.5 Perform Integrated Change Control

Perform Integrated Change Control is the process of reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents, and the project management plan; and communicating their disposition. It reviews all requests for changes or modifications to project documents, deliverables, baselines, or the project management plan and approves or rejects the changes.

**Key Benefit:** The key benefit of this process is that it allows for documented changes within the project to be considered in an integrated fashion while reducing project risk, which often arises from changes made without consideration to the overall project objectives or plans.

Inputs

1. Project management plan
2. Work performance reports
3. Change requests
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Meetings
3. Change control tools

Outputs

1. Approved change requests
2. Change log
3. Project management plan updates
4. Project documents updates

#### **NEW QUESTION 327**

Lessons learned are created and project resources are released in which Process Group?

- \* Planning
- \* Executing
- \* Closing
- \* Initiating

#### **NEW QUESTION 328**

Which quality tool incorporates the upper and lower specification limits allowed within an agreement?

- \* Control chart
- \* Flowchart
- \* Checksheet
- \* Pareto diagram

#### **NEW QUESTION 329**

Reserve analysis is a tool and technique used in which process?

- \* Plan Risk Management
- \* Plan Risk Responses
- \* Identify Risks
- \* Control Risks

#### **NEW QUESTION 330**

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

## NEW QUESTION 331

In Project Resource Management, which process uses recognition and rewards as a tool and technique?

- \* Control Resources
- \* Develop Team
- \* Manage Team
- \* Monitor Team

Section: Volume E

## NEW QUESTION 332

The links between the processes in the Process Groups are often:

- \* Intuitive
- \* Iterative
- \* Measured
- \* Monitored

## NEW QUESTION 333

Which of the following statements correctly characterizes pull communication?

- \* It includes letters, memos, reports, emails, and faxes.
- \* It requires recipients to access communication content at their own discretion.
- \* It is the most efficient way to ensure a common understanding among all participants.

- \* It is primarily used when the volume of information to be transferred is minimal.

#### **NEW QUESTION 334**

What is the critical chain method?

- \* A technique to calculate the theoretical early start and finish dates and late start and finish dates
- \* A schedule network analysis technique that modifies the project schedule to account for limited resources
- \* A schedule compression technique that analyzes cost and schedule trade-offs to determine how to obtain the greatest amount of compression for the least incremental cost
- \* A technique to estimate project duration when there is a limited amount of detailed information about the project

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