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Question: 1

Which document defines how a project is executed, monitored and controlled, and closed?

- A. Strategic plan
- B. Project charter
- C. Project management plan
- D. Service level agreement

Answer: C

Explanation:

According to the PMI (Project Management Institute) standards and the PMBOK® Guide (6th and 7th Editions), the Project Management Plan is the formal document that describes how the project will be executed, monitored and controlled, and closed. It is the primary tool used by the Project Manager to ensure the project goals are met.

Here is the breakdown of why this is the correct document based on PMI frameworks:

Integration Management: The development of this plan is a key process within Project Integration Management. It aggregates all subsidiary management plans (such as Scope, Schedule, Cost, Quality, Resource, Communications, Risk, Procurement, and Stakeholder plans) and the three baselines (Scope, Schedule, and Cost Performance).

Execution and Control: While the Project Charter (Option B) authorizes the project and the project manager, it does not provide the "how-to" details. The Project Management Plan provides the roadmap for the team to follow and the benchmarks against which performance is measured.

Closing: The plan defines the criteria for project closure and the transition of the final product, service, or result to operations.

Baselines: It contains the "Performance Measurement Baseline," which is the integrated scope-schedule-cost plan against which project execution is compared to measure and manage performance.

Question: 2

Which changes occur in risk and uncertainty as well as the cost of changes as the life cycle of a typical project progresses?

- A. Risk and uncertainty increase; the cost of changes increases.
- B. Risk and uncertainty increase; the cost of changes decreases.
- C. Risk and uncertainty decrease; the cost of changes increases.

D. Risk and uncertainty decrease; the cost of changes decreases.

Answer: C

Explanation:

According to the PMBOK® Guide (specifically regarding Project Life Cycle and Project Characteristics), there is a standard relationship between time, risk, and cost as a project moves from initiation to closure.

Risk and Uncertainty: These are at their highest at the start of the project because many variables, requirements, and external factors are unknown. As the project progresses, more information is gathered, the scope is clarified, and deliverables are completed, which causes risk and uncertainty to decrease over time.

Cost of Changes: In the early stages (Initiation and Planning), the cost of making changes is relatively low because the work hasn't physically started and few resources have been spent. However, as the project moves into Execution and Monitoring and Controlling, more labor and materials are invested. Changing a requirement late in the life cycle (such as during testing or right before closing) is significantly more expensive because it often requires "rework" or discarding completed work, causing the cost of changes to increase significantly.

Analysis of Options:

A and B: Incorrect because risk and uncertainty naturally trend downward as the project's "cone of uncertainty" narrows through progressive elaboration.

D: Incorrect because while it correctly identifies the decrease in risk, it ignores the financial reality that late-stage changes are the most expensive.

Question: 3

Which tool or technique is used in the Plan Scope Management process?

- A. Document analysis
- B. Observations
- C. Product analysis
- D. Expert judgment

Answer: D

Explanation:

According to the PMBOK® Guide, the Plan Scope Management process is the process of creating a scope management plan that documents how the project and product scope will be defined, validated, and controlled. This process occurs early in the Planning Process Group.

Expert Judgment: This is a standard tool and technique for the Plan Scope Management process. It involves input from individuals or groups with specialized knowledge or training in similar projects, the specific industry, or the technical area. Experts help define how the scope will be managed based on organizational culture, complexity, and historical information.

Other Tools for this Process: In addition to Expert Judgment, this process utilizes Data Analysis (specifically alternatives analysis) and Meetings.

Why the other options are incorrect:

A . Document analysis: This is a tool and technique used in the Collect Requirements process, not Plan Scope Management. It involves reviewing existing documentation to identify requirements.

B . Observations: Also known as "job shadowing," this is a tool and technique used in Collect Requirements to understand business processes or requirements that users may find difficult to articulate.

C . Product analysis: This is a tool and technique used in the Define Scope process. It involves defining the product and its requirements in more detail through techniques like systems engineering or value engineering.

Question: 4

Which tool or technique is an examination of industry and specific vendor capabilities?

- A. Independent estimates
- B. Market research
- C. Analytical techniques
- D. Bidder conferences

Answer: B

Explanation:

According to the PMBOK® Guide, specifically within the Plan Procurement Management process, Market Research is a key tool and technique used to gather information about the availability of products, services, and the capabilities of specific providers in the marketplace.

Market Research: This technique involves examining industry and specific vendor capabilities. Project teams use it to refine procurement strategies, identify potential sellers, and understand market conditions. It often includes leveraging conferences, online reviews, and specialized journals to determine if the required deliverables can be provided by existing vendors or if a different approach is necessary.

Strategic Alignment: By performing market research early, the project manager ensures that the procurement requirements are realistic and that there are enough qualified vendors to ensure competitive bidding.

Why the other options are incorrect:

A . Independent estimates: These are used during the Conduct Procurements process as a "sanity check" to compare vendor bid prices against an internally developed or third-party cost estimate. They do not examine vendor capabilities.

C . Analytical techniques: While a broad term, in a procurement context, this usually refers to "Make-or-Buy Analysis," which focuses on whether the project team should produce an item internally or purchase it externally, rather than researching the vendors themselves.

D . Bidder conferences: These are meetings held during the Conduct Procurements process between the buyer and all prospective sellers before the submittal of a bid or proposal. Their

purpose is to ensure all sellers have a clear, common understanding of the procurement requirements, not to research the industry at large.

Question: 5

An input used in developing the communications management plan is:

- A. Communication models.
- B. Enterprise environmental factors.
- C. Organizational communications,
- D. Organizational cultures and styles.

Answer: B

Explanation:

According to the PMBOK® Guide, the Plan Communications Management process is the process of developing an appropriate approach and plan for project communication activities based on the information needs of each stakeholder or group.

Enterprise Environmental Factors (EEFs): These are a primary input to this process. EEFs refer to conditions, not under the immediate control of the project team, that influence, constrain, or direct the project. In the context of communications, these include organizational culture, structures, and existing human resources. They specifically influence how the communication plan is shaped by identifying what communication channels are available, the geographic distribution of facilities, and the established communication tools.

Other Inputs: Other standard inputs for this process include the Project Charter, Project Management Plan (specifically the Resource Management Plan and Stakeholder Engagement Plan), Project Documents (like the Stakeholder Register), and Organizational Process Assets (OPAs).

Why the other options are incorrect:

A . Communication models: These are categorized as Tools and Techniques (specifically under Communication Technology/Methods) used during the process to facilitate the exchange of information, rather than being an input document or condition.

C . Organizational communications: This is an output of the Manage Communications process (the execution phase), representing the actual artifacts produced (emails, reports, presentations), not an input for planning.

D . Organizational cultures and styles: While these are important, they are technically a subset of Enterprise Environmental Factors. In PMI examination logic, if both a specific factor and its parent category (EEFs) are listed, the official "Input" as defined in the PMBOK® Guide process map is the higher-level category (Enterprise Environmental Factors).

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