



PMI CAPM Practice Questions

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Question 1

Question Type: MultipleChoice

Which risk response strategy is common for both positive and negative risks?

Options:

- A- Share
- B- Accept
- C- Mitigate
- D- Transfer



Answer:

B

Explanation:

According to the PMBOK Guide, specifically the Plan Risk Responses process, risks are categorized into threats (negative risks) and opportunities (positive risks). While most strategies are unique to the type of risk, Acceptance is the only strategy used for both.

Acceptance (General): This strategy is adopted when the project team decides not to change the project management plan to deal with a risk, or is unable to identify any other suitable response strategy.

Passive Acceptance: Requires no action other than documenting the strategy and periodically reviewing the risk to ensure it has not changed significantly.

Active Acceptance: The most common approach, which involves establishing a contingency reserve, including amounts of time, money, or resources to handle the risk if it occurs.

In Threats: You accept the risk because the cost of other responses (like Transfer or Mitigate) outweighs the potential impact, or the risk is very low priority.

In Opportunities: You accept the opportunity without actively pursuing it, but you are prepared to take advantage of it if it happens to occur.

Analysis of Other Options:

A . Share: This is a strategy used exclusively for opportunities (positive risks). It involves allocating some or all of the ownership of the opportunity to a third party who is best able to capture the benefit.

C . Mitigate: This is a strategy used exclusively for threats (negative risks). It aims to reduce the probability of occurrence or the impact of a risk. The equivalent for opportunities is Enhance.

D . Transfer: This is a strategy used exclusively for threats (negative risks). It involves shifting the impact and ownership of a threat to a third party (e.g., insurance). The equivalent for opportunities is Share.

Question 2

Question Type: MultipleChoice

A project team member is estimating the cost of activity and is checking documentation from previous similar projects. Which estimation method is the project manager using to complete this task?

Options:

- A- Bottom-up estimating
- B- Three-point estimating
- C- Analogous estimating
- D- Parametric estimating

Answer:

C

Question 3

Question Type: MultipleChoice

Which set of activities should a project manager use as part of the Develop Team process?

Options:

- A- Training and establishing ground rules
- B- Networking activities and estimating team resources
- C- Conflict management activities and tracking team performance
- D- Recruit new team members and training

Answer:

A

Question 4

Question Type: MultipleChoice

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

Options:

- A- Procurement documents
- B- Inspection and audits
- C- Estimate budget
- D- Risk register

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Answer:

B

Question 5

Question Type: MultipleChoice

Which is a list of organizational systems that may have an impact on a project?

Options:

- A- Internal policies, company procedures, and organizational resources
- B- Company culture, purchasing system, and project management information system
- C- Organizational structure, governance framework, and management elements
- D- Organizational process assets, enterprise environmental factors, and corporate knowledge

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Answer:

C

Explanation:

According to the PMBOK Guide, projects operate within the constraints imposed by the organization through its systems. A system is a collection of components that can produce results not attainable by the individual components alone. The PMI framework identifies three primary factors that define the Organizational System:

Governance Frameworks: This is the framework within which authority is exercised in organizations. It includes the rules, policies, procedures, and processes that provide a way to structure the organization and coordinate its activities.

Management Elements: These are the components that comprise the key functions or principles of general management in the organization, such as the division of work, authority, and responsibility.

Organizational Structure Types: The structure of the organization (e.g., Functional, Matrix, or Project-oriented) significantly impacts resource availability and the project manager's level of authority.

These three factors work together to create an environment that influences how project power is distributed and how decisions are made.

Analysis of Other Options:

A . Internal policies, company procedures, and organizational resources: These are generally classified as Organizational Process Assets (OPAs). While they are part of the system, they do not represent the high-level list of systemic categories defined by PMI.

B . Company culture, purchasing system, and PMIS: These are considered Enterprise Environmental Factors (EEFs). They are external to the project but influence it; however, they are not the pillars of the 'Organizational System' itself.

D . Organizational process assets, enterprise environmental factors, and corporate knowledge: These are the broad categories of influence on a project, but they are not the components of the organizational system (governance, management, and structure).

Question 6

Question Type: MultipleChoice

A project manager is leading a project in a volatile industry. Industry standards are updated often, which requires the project team to make frequent adjustments to their work.

What should the project manager create to manage the possible changes?

Options:

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

Answer:

D

Explanation:

In a 'volatile industry' where 'industry standards are updated often,' the primary challenge is ensuring that the project's deliverables remain compliant with those changing standards. This falls directly under the umbrella of Quality Management.

Why Choice D is correct:

Compliance and Standards: The Quality Management Plan is the component of the project management plan that describes how the project will implement the organization's quality policy and ensure the project meets its required standards.

Managing Adjustments: When standards change, the requirements for what constitutes a 'high-quality' or 'compliant' deliverable also change. The Quality Management Plan defines the processes for Quality Assurance (auditing the standards) and Quality Control (checking the work), providing a framework for the team to pivot and adjust their work to stay in alignment with the industry.

Prevention over Inspection: By having a robust quality plan, the project manager can build in 'check-ins' to scan for updated industry regulations, preventing the team from completing work that is already obsolete.

Analysis of other options:

A (Communications management plan): While you need to communicate about the changes, this plan dictates who gets what information and when. It doesn't provide the technical or procedural framework for adjusting the actual work to meet new standards.

B (Cost management plan): This plan manages the budget. While changes to standards might cost more money, the cost plan doesn't help you manage the nature of the work adjustments---it only manages the financial fallout.

C (Risk management plan): While changing standards are a risk, the risk plan identifies and prepares for uncertain events. The prompt describes a situation that happens 'often' and requires 'frequent adjustments,' shifting it from a potential risk to a recurring operational quality requirement.

Key Concept: The Project Management Institute (PMI) emphasizes that Quality is the degree to which a set of inherent characteristics fulfills requirements. In a fast-moving industry, the Quality Management Plan (Choice D) is the essential tool for maintaining the integrity of the project's output, ensuring that the final product is not only finished on time but is actually usable and legal within its current industrial context.

Question 7

Question Type: MultipleChoice

A project manager is preparing a monthly status report for the project, which includes project performance compared to the baseline schedule. How can the project manager calculate the schedule variance (SV) for tasks on the critical path?

Options:

- A- Earned Schedule + Actual Time
- B- Actual Time - Earned Schedule
- C- Planned Value - Earned Value
- D- Earned Value - Planned Value

Answer:

D

Explanation:

According to the PMBOK Guide, specifically the Monitor and Control Project Work process and Earned Value Management (EVM), the Schedule Variance (SV) is a quantitative measure used to determine if a project is ahead of, behind, or on its baseline schedule.

The Formula: The standard formula for calculating Schedule Variance is:

$$SV = EV - PV$$

(Where \$EV\$ is Earned Value and \$PV\$ is Planned Value).

The Components:

Earned Value (\$EV\$): The measure of work actually performed expressed in terms of the budget authorized for that work.

Planned Value (\$PV\$): The authorized budget assigned to scheduled work.

Interpreting the Result:

Positive SV (\$> 0\$): The project is ahead of schedule because the value of the work performed is greater than the value of the work planned.

Negative SV (\$< 0\$): The project is behind schedule because the value of work performed is less than what was planned.

Zero SV (\$= 0\$): The project is exactly on schedule.

Critical Path Context: While SV can be calculated for any task, applying it to tasks on the critical path is vital because any negative variance there directly impacts the project's overall completion date.

Analysis of other options:

Option A and B: These involve Earned Schedule (ES) and Actual Time (AT). While Earned Schedule is a valid theory for measuring time-based variance, the standard formula for SV in the PMBOK Guide is based on EV and PV . Furthermore, the formula for time-based variance is $ES - AT$, not the variations shown in A or B.

Option C: This is the inverse of the correct formula ($PV - EV$). Using this would result in a positive number when the project is behind schedule, which contradicts standard Earned Value logic where positive always equals 'good.'

Per PMI standards, the most common and accepted way to communicate project performance relative to the schedule baseline is by calculating Earned Value minus Planned Value.

Question 8

Question Type: MultipleChoice

Which task will a project manager undertake while conducting Project Resource Management?

Options:

- A- Identify the different aspects of the team to manage and control physical resources efficiently.
- B- Procure equipment, materials, facilities, and infrastructure for the project.
- C- Train the team members in project skill sets.
- D- Define the roles and responsibilities of each team member.

Answer:

A

Explanation:

According to the PMBOK Guide, Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project. A key evolution in the 6th and 7th editions is the explicit distinction and integration of both Team Resources (human) and Physical Resources (equipment, materials, facilities, and infrastructure).

Integrated Management: The project manager must identify various aspects of the team---such as specialized skills, availability, and reporting structures---not only to lead people but to ensure that the physical resources they use are managed and controlled efficiently.

Control Physical Resources: This specific task involves ensuring that the assigned physical resources are available to the project at the right time and are released when no longer needed. Efficiently managing the 'team aspects' (who needs what and when) is the primary driver for successful physical resource control.

Scope of Knowledge Area: This knowledge area covers:

Plan Resource Management: Defining how to estimate, acquire, manage, and use resources.

Estimate Activity Resources: Quantifying what is needed.

Acquire Resources: Obtaining the team and physical assets.

Develop/Manage Team: Improving competencies and tracking performance.

Control Resources: Ensuring physical assets are utilized as planned.

Analysis of Other Options:

B . Procure equipment, materials, facilities, and infrastructure for the project: While these are physical resources, the act of 'procuring' (contracting with external vendors) specifically belongs to Project Procurement Management. Resource Management focuses on the assignment and internal management of those assets once obtained.

C . Train the team members in project skill sets: This is an activity within the Develop Team process. While it is a task within Resource Management, it is a sub-activity rather than the overarching management and control aspect described in the primary objective of the knowledge area.

D . Define the roles and responsibilities of each team member: This is part of the Plan Resource Management process (specifically the Resource Management Plan). However, identifying team aspects to control physical resources (Option A) better represents the modern, holistic view of the knowledge area which balances human and material logistics.

Question 9

Question Type: MultipleChoice

Which statement is true about the project management body of knowledge?

Options:

- A- Recognized by every project manager
- B- Constantly evolving
- C- The sum of all knowledge related to project management
- D- A sum of knowledge that should be applied on every project

Answer:

B

Explanation:

According to the PMBOK Guide, the Project Management Body of Knowledge is not a static document but a sum of professional knowledge that is subject to growth and change.

Evolution of the Profession: As new technologies, methodologies (like Agile and Hybrid), and global business trends emerge, the practices that define 'good project management' change. PMI updates the PMBOK Guide every few years to reflect these changes, shifting from a process-based approach in earlier versions to a principle-based approach in more recent editions.

The 'Body of Knowledge' vs. The 'Guide': It is important to distinguish between the Project Management Body of Knowledge (PMBOK) and the A Guide to the Project Management Body of Knowledge (PMBOK Guide). The Guide identifies only the subset of the body of knowledge that is generally recognized as good practice.

Analysis of Other Options:

A . Recognized by every project manager: While it is a global standard, it is not universally recognized or used by every project manager worldwide, as some may use other frameworks like PRINCE2 or homegrown methodologies.

C . The sum of all knowledge related to project management: The PMBOK Guide specifically states that it is a subset of the project management body of knowledge. The total body of knowledge includes proven traditional practices as well as innovative practices that have more limited use.

D . A sum of knowledge that should be applied on every project: This contradicts the concept of Tailoring. The project manager and the team are responsible for determining which practices are appropriate for any given project. Applying every process to every project would be inefficient and counterproductive.

Question 10

Question Type: MultipleChoice

Which of the following is the primary output of the Identify Risks process?

Options:

- A- Risk management plan
- B- Risk register
- C- Change requests
- D- Risk response plan

Answer:

B

Explanation:

According to the PMBOK Guide, specifically within the Identify Risks process, the primary output is the Risk Register. This document serves as the central repository for recording all individual project risks identified during the project lifecycle.

The Identify Risks process is the act of determining which risks may affect the project and documenting their characteristics.

Initial Documentation: The process initiates the transformation of uncertainty into documented data. The Risk Register starts as a simple list of identified risks and potential responses during this process.

Evolution of the Document: While created in this process, the Risk Register is a living document. It is subsequently updated in the Perform Qualitative Risk Analysis, Perform Quantitative Risk Analysis, and Plan Risk Responses processes as more information is gathered.

Key Content at this Stage: At the conclusion of the Identify Risks process, the register typically contains:

List of identified risks: A description of the event, the cause, and the effect.

List of potential risk owners: Stakeholders who might be best suited to manage specific risks.

List of potential risk responses: Initial ideas on how to handle the risk if it occurs.

A . Risk management plan: This is an input to Identify Risks. It is the output of the Plan Risk Management process and defines how risk activities will be structured and performed, but it does not contain the actual risks themselves.

C . Change requests: Identifying a risk might eventually lead to a change request if a preventive action is needed, but they are not a primary output of the initial identification process.

D . Risk response plan: Specific strategies (Avoid, Transfer, Mitigate, Accept, etc.) are formalized during the Plan Risk Responses process, which happens after risks have been identified and analyzed.

In more recent editions of the PMBOK Guide, the Identify Risks process also produces a Risk Report. While the Risk Register focuses on individual risks, the Risk Report provides information on sources of overall project risk and summary information on the identified individual project risks.

Question 11

Question Type: MultipleChoice

Which organizational process asset can make an impact on the outcome of a project?

Options:

- A- Political climate
- B- Leadership style
- C- Financial data repository
- D- Organizational structure types

Answer:

C

Explanation:

According to the PMBOK Guide, it is essential to distinguish between Organizational Process Assets (OPAs) and Enterprise Environmental Factors (EEFs). OPAs are the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization.

Financial data repository: This is a classic example of an Organizational Process Asset (Knowledge Base). It contains information such as labor hours, incurred costs, budgets, and any financial deficits or surpluses from previous projects. Accessing this historical data allows a project manager to make more accurate estimates and informed decisions, directly impacting the project's outcome.

Impact: By leveraging historical financial data, the project manager can perform better cost-benefit analyses and budget forecasting, reducing the risk of financial failure.

Why other options are incorrect:

Political climate (Option A): This is an Enterprise Environmental Factor (External). It refers to the internal or external political environment that influences the project but is not a documented asset or procedure owned by the company.

Leadership style (Option B): This is generally considered part of the Enterprise Environmental Factors (Internal) or a personal competency. It relates to the organizational culture and 'style' of the people within the organization.

Organizational structure types (Option C): This is an Enterprise Environmental Factor (Internal). Whether an organization is Functional, Matrix, or Projectized is a structural constraint that exists independently of the project's specific processes or historical databases.



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