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## 學習資料

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**Exam** : **CAPM**

**Title** : Certified Associate in Project  
Management (CAPM)®

**Version** : DEMO

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:**

#### 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.

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**

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:**

5.1.2.1 Expert Judgment

Expert judgment refers to input received from knowledgeable and experienced parties. Expertise may be provided by any group or person with specialized education, knowledge, skill, experience, or training in developing scope management plans.

Process: 5.1 Plan Scope Management  
Definition: The process of creating a scope management plan that documents how the project scope will be defined, validated, and controlled. Key Benefit: The key benefit of this process is that it provides guidance and direction on how scope will be managed throughout the project.

Inputs

- 1. Project management plan
- 2. Project charter
- 3. Enterprise environmental factors
- 4. Organizational process assets

Tools & Techniques

- 1. Expert judgment
- 2. Meetings

Outputs

- 1. Scope management plan
- 2. Requirements management plan

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:**

12.1.2.3 Market Research

Market research includes examination of industry and specific vendor capabilities. Procurement teams may leverage information gained at conferences, online reviews and a variety of sources to identify market capabilities. The team may also refine particular procurement objectives to leverage maturing technologies while balancing risks associated with the breadth of vendors who can provide the materials or services desired.

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:**

10.1.3.1 Communications Management Plan

The communications management plan is a component of the project management plan that describes how project communications will be planned, structured, monitored, and controlled. The plan contains the following information:

- Stakeholder communication requirements;
- Information to be communicated, including language, format, content, and level of detail;
- Reason for the distribution of that information;
- Time frame and frequency for the distribution of required information and receipt of acknowledgment or response, if applicable;
- Person responsible for communicating the information;
- Person responsible for authorizing release of confidential information;
- Person or groups who will receive the information;
- Methods or technologies used to convey the information, such as memos, e-mail, and/or press releases;
- Resources allocated for communication activities, including time and budget;
- Escalation process identifying time frames and the management chain (names) for escalation of issues that cannot be resolved at a lower staff level;
- Method for updating and refining the communications management plan as the project progresses and develops;
- Glossary of common terminology;
- Flow charts of the information flow in the project, workflows with possible sequence of authorization, list of reports, and meeting plans, etc.; and
- Communication constraints usually derived from a specific legislation or regulation, technology, and organizational policies, etc.

The communications management plan can also include guidelines and templates for project status meetings, project team meetings, e-meetings, and e-mail messages. The use of a project website and project management software can also be included if these are to be used in the project.