

CAPM (Certified Associate in Project Management) Practice Exam (Sample)

Study Guide



Everything you need from our exam experts!

This is a sample study guide. To access the full version with hundreds of questions,

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Don't worry about getting everything right, your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations, and take breaks to retain information better.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning.

7. Use Other Tools

Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly — adapt the tips above to fit your pace and learning style. You've got this!

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Questions

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1. How is Schedule Variance (SV) calculated?

- A. $SV = PV - EV$**
- B. $SV = EV - PV$**
- C. $SV = AC - PV$**
- D. $SV = PV + EV$**

2. What is a Project Management Information System (PMIS)?

- A. A digital archive of project emails and documents**
- B. A networking system for project managers**
- C. A collection of tools and resources used to manage a project**
- D. A database of all project stakeholders**

3. What does the precedence diagramming method (PDM) represent?

- A. The cost associated with each project activity**
- B. The time constraints of the project schedule**
- C. A schedule model showing activity sequences**
- D. The resource allocation for each activity**

4. Which activity is associated with prevention costs?

- A. Hiring legal counsel**
- B. Developing a regression test plan**
- C. Cutting down production time**
- D. Increasing marketing efforts**

5. What distribution is described as symmetrical with a 50% chance of falling below or above the mean?

- A. Uniform distribution**
- B. Beta distribution**
- C. Triangular distribution**
- D. Normal distribution**

6. What are the outputs of plan communications management?

- A. Communications management plan and project documents updates**
- B. Project management plan update**
- C. Risk register update**
- D. Stakeholder engagement plan**

7. Which of the following is an output of the control costs process?

- A. Cost forecasts**
- B. Risk register updates**
- C. Scope statement updates**
- D. Cost management plan**

8. Which factor may influence the acquisition of a project team?

- A. Market demand, economic conditions, stakeholder risk tolerances**
- B. Existing information on human resources, personnel administration policies, organizational structure**
- C. Customer satisfaction metrics, product complexity, technology updates**
- D. Project funding limitations, regulatory constraints, environmental impacts**

9. Which of the following is NOT an input of Identify Risks?

- A. Risk Management Plan**
- B. Procurement Documents**
- C. Work Performance Reports**
- D. Stakeholder Register**

10. Which aspects need to be considered regarding the project environment for communication?

- A. Colocation and multiple locations**
- B. Office size**
- C. Furniture layout**
- D. Decoration themes**

Answers

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1. B
2. C
3. C
4. B
5. D
6. A
7. A
8. B
9. C
10. A

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Explanations

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1. How is Schedule Variance (SV) calculated?

- A. $SV = PV - EV$
- B. $SV = EV - PV$**
- C. $SV = AC - PV$
- D. $SV = PV + EV$

Schedule Variance (SV) is calculated by subtracting the Planned Value (PV) from the Earned Value (EV). This calculation helps in determining whether a project is ahead of or behind the planned schedule at a specific point in time. In this case, $SV = EV - PV$ is the correct formula. Option A ($SV = PV - EV$) is incorrect as it would result in a negative value, which does not accurately represent schedule variance. Option C ($SV = AC - PV$) involves comparing the Actual Cost (AC) with the Planned Value (PV) and is related to Cost Variance, not Schedule Variance. Option D ($SV = PV + EV$) is also incorrect because adding PV to EV does not provide an accurate representation of the variance between the planned and earned values in the schedule.

2. What is a Project Management Information System (PMIS)?

- A. A digital archive of project emails and documents
- B. A networking system for project managers
- C. A collection of tools and resources used to manage a project**
- D. A database of all project stakeholders

A Project Management Information System (PMIS) is a collection of tools and resources used to manage a project. It typically includes software that aids project managers in planning, executing, monitoring, controlling, and closing projects. PMIS helps in organizing project data, communicating project information, tracking progress, and facilitating collaboration among stakeholders. Therefore, option C is the correct choice as it accurately defines what a Project Management Information System is. Option A is incorrect as a PMIS is more than just a digital archive of project emails and documents. Option B is misleading as PMIS is not specifically a networking system for project managers. Option D is incorrect as a PMIS does not solely consist of a database of project stakeholders.

3. What does the precedence diagramming method (PDM) represent?

- A. The cost associated with each project activity
- B. The time constraints of the project schedule
- C. A schedule model showing activity sequences**
- D. The resource allocation for each activity

The precedence diagramming method (PDM) is a scheduling technique used in project management to represent the sequence of activities in a project. It shows the logical relationships between project activities, including which activities must be completed before others can start. This method helps in determining the most efficient way to complete a project by identifying dependencies and defining the order in which activities should be executed. Therefore, option C, "A schedule model showing activity sequences," is the correct answer.

4. Which activity is associated with prevention costs?

- A. Hiring legal counsel**
- B. Developing a regression test plan**
- C. Cutting down production time**
- D. Increasing marketing efforts**

The activity associated with prevention costs is B. Prevention costs are expenses incurred to prevent or reduce the occurrence of defects in products or services. Hiring legal counsel (A) is an example of an appraisal cost as it is a cost incurred to evaluate the quality of products or services. Cutting down production time (C) and increasing marketing efforts (D) are examples of internal failure costs as they are costs incurred due to defective products or services. While these activities may indirectly contribute to preventing defects, they are not direct prevention measures. Developing a regression test plan (B) involves testing the reliability and functionality of a system, which directly contributes to preventing defects and errors. Therefore, it is the most appropriate activity associated with prevention costs.

5. What distribution is described as symmetrical with a 50% chance of falling below or above the mean?

- A. Uniform distribution**
- B. Beta distribution**
- C. Triangular distribution**
- D. Normal distribution**

The correct answer is D. Normal distribution is described as symmetrical with a 50% chance of falling below or above the mean. In a normal distribution, the data is evenly distributed around the mean, resulting in a bell-shaped curve. This means that 50% of the data points fall below the mean, and 50% fall above the mean. Option A, Uniform distribution, does not exhibit symmetry in the way that a normal distribution does. In a uniform distribution, all outcomes are equally likely, resulting in a constant probability across the range of possible values. Options B and C, Beta distribution and Triangular distribution, do not have the characteristic of being symmetrical with a 50% chance of falling below or above the mean, making them incorrect choices for this question.

6. What are the outputs of plan communications management?

- A. Communications management plan and project documents updates**
- B. Project management plan update**
- C. Risk register update**
- D. Stakeholder engagement plan**

The outputs of plan communications management include the communications management plan and project documents updates. Choice B is incorrect because updating the project management plan is only one aspect of plan communications management, while choice C, updating the risk register, is not a direct output of this process. Choice D, the stakeholder engagement plan, is an output of the identify stakeholders process, not plan communications management. It is important to note that while these outputs may be related to other project management plans and documents, they are not the same as the communications management plan and project documents updates.

7. Which of the following is an output of the control costs process?

- A. Cost forecasts**
- B. Risk register updates**
- C. Scope statement updates**
- D. Cost management plan**

Cost forecasts are an output of the control costs process. During this process, cost forecasts are updated to reflect changes in project assumptions, constraints, and baselines. This helps project managers in tracking and managing costs effectively throughout the project lifecycle. The other options are outputs of different processes - risk register updates are typically associated with the control risks process, scope statement updates are related to control scope process, and the cost management plan is a subsidiary plan of the project management plan.

8. Which factor may influence the acquisition of a project team?

- A. Market demand, economic conditions, stakeholder risk tolerances
- B. Existing information on human resources, personnel administration policies, organizational structure**
- C. Customer satisfaction metrics, product complexity, technology updates
- D. Project funding limitations, regulatory constraints, environmental impacts

The correct answer is B. Existing information on human resources, personnel administration policies, and organizational structure may influence the acquisition of a project team. This information is crucial as it provides insights into the skills, availability, and roles of potential team members within the organization. By understanding the existing human resources, policies, and structure, project managers can make informed decisions about how to acquire and allocate resources effectively for the project's success. Options A, C, and D include factors that are important in project management but are not directly related to influencing the acquisition of a project team. Market demand, economic conditions, stakeholder risk tolerances (Option A) are more aligned with project planning and risk management. Customer satisfaction metrics, product complexity, and technology updates (Option C) are related to project performance and customer expectations. Project funding limitations, regulatory constraints, and environmental impacts (Option D) are more focused on project constraints and governance.

9. Which of the following is NOT an input of Identify Risks?

- A. Risk Management Plan
- B. Procurement Documents
- C. Work Performance Reports**
- D. Stakeholder Register

The Identify Risks process in project management involves identifying individual project risks as well as sources of overall project risk. Inputs to this process help in identifying potential risks. In this context, the Risk Management Plan, Procurement Documents, and Stakeholder Register are all inputs to the Identify Risks process. However, Work Performance Reports are not typically considered an input to the Identify Risks process. Work Performance Reports provide information on the project's performance, such as status and progress, but they do not directly contribute to identifying specific risks that may affect the project's objectives. Therefore, option C is correct as it is NOT an input of the Identify Risks process.

10. Which aspects need to be considered regarding the project environment for communication?

A. Colocation and multiple locations

B. Office size

C. Furniture layout

D. Decoration themes

When considering communication in the project environment, colocation and multiple locations are crucial aspects to take into account. Colocation refers to team members working in the same physical location, which can facilitate direct and immediate communication, leading to better collaboration and problem-solving. On the other hand, multiple locations refer to teams working in different geographical locations.

Understanding how to communicate effectively across distances, time zones, and cultural differences is essential for project success. The other options, office size, furniture layout, and decoration themes, while potentially affecting the work environment, do not directly impact communication within the project team. Communication effectiveness is more dependent on factors like the physical proximity of team members and the methods used to bridge any distance barriers.

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Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://capm.examzify.com>

We wish you the very best on your exam journey. You've got this!

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