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

Study Guide

BY EXAMZIFY

Everything you need from our exam experts!

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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. 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.

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. 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!

Questions

SAMPLE

1. **What factors may influence make-or-buy decisions?**

    A. Core capabilities of the organization, value delivered by vendors, risks, internal vs vendor capability

    B. Price comparisons only

    C. Product color and design preferences

    D. Vendor location and size

2. **What does the rule of seven indicate?**

    A. If 7 or more tasks are delayed, project completion is impossible

    B. Seven team members are the optimal number for effective communication

    C. If 7 or more observations occur in one direction, they should be investigated for a cause

    D. 7% variance is acceptable for project estimates

3. **What is important when considering ease of use for communication technology?**

    A. Training and special needs accommodation

    B. Color and design

    C. Popularity

    D. Brand

4. **What is a benefit of tracking team member performance?**

    A. Improved budget management

    B. Increased project scope

    C. Faster project delivery

    D. Identifying areas for improvement

5. **How is Cost Variance (CV) calculated?**

    A. CV = EV + AC

    B. CV = PV - AC

    C. CV = AC - EV

    D. CV = EV - AC

6. **Which of these are tools and techniques for plan risk responses?**

    A. Cost-benefit analysis

    B. Strategies for negative risks/threats and opportunities

    C. Quality audits

    D. Performance appraisals

7. **Which of the following is NOT one of the five process groups?**

    A. Initiating

    B. Executing

    C. Optimizing

    D. Closing

8. **Tools and Techniques of Plan Risk Management include all of the following EXCEPT:**

    A. Analytical Techniques

    B. Meetings

    C. Earned Value Analysis

    D. Expert Judgment

9. **Which of the following is NOT an output of the control quality process?**

    A. Quality control measurements

    B. Validated changes

    C. Financial analysis reports

    D. Project management plan updates

10. **What is a key behavior of active listening?**

    A. Ignoring the speaker

    B. Nodding and asking questions

    C. Thinking about a response while listening

    D. Listening without providing feedback

Answers

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

Explanations

1. What factors may influence make-or-buy decisions?

A. Core capabilities of the organization, value delivered by vendors, risks, internal vs vendor capability

B. Price comparisons only

C. Product color and design preferences

D. Vendor location and size

Factors that may influence make-or-buy decisions include core capabilities of the organization, value delivered by vendors, risks involved, and the comparison between internal capabilities and vendor capabilities. These factors are crucial in determining whether it is more advantageous for a company to produce a product or service internally or to outsource it to a vendor. Price comparisons alone (option B), product color and design preferences (option C), and vendor location and size (option D) are not the primary or most significant factors that influence make-or-buy decisions in project management.

2. What does the rule of seven indicate?

A. If 7 or more tasks are delayed, project completion is impossible

B. Seven team members are the optimal number for effective communication

C. If 7 or more observations occur in one direction, they should be investigated for a cause

D. 7% variance is acceptable for project estimates

The rule of seven is a quality control method used to identify patterns and potential problems in a process. It suggests that if 7 or more observations occur in one direction, they should be investigated for a root cause. This means that if multiple occurrences of the same issue or deviation from the norm are observed, it is likely a larger problem that needs to be addressed rather than just a one-time issue. Therefore, options A, B, and D are incorrect as they do not relate to the rule of seven and its purpose. Option A focuses on project completion, option B discusses team communication, and option D refers to project estimates, which are all unrelated to the rule of seven. This highlights the importance of paying attention to context and details when selecting an answer.

3. What is important when considering ease of use for communication technology?

A. Training and special needs accommodation

B. Color and design

C. Popularity

D. Brand

When considering ease of use for communication technology, it is essential to focus on training and special needs accommodation. Training ensures that users understand how to effectively utilize the technology, boosting their ability to communicate efficiently. Special needs accommodation guarantees that the technology is accessible to individuals with different requirements, promoting inclusivity and ensuring that all team members can effectively communicate using the technology. Color, design, popularity, and brand are not directly related to the ease of use of communication technology, making them less important considerations in this context.

4. What is a benefit of tracking team member performance?

A. Improved budget management

B. Increased project scope

C. Faster project delivery

D. Identifying areas for improvement

Tracking team member performance allows for the identification of areas where team members may need improvement, whether it be in their skills or work processes. This can lead to overall improvement in the team's work, potentially helping to save time and resources. Options A, B, and C may seem like benefits, but they are not directly related to the performance of individual team members. Improved budget management and increased project scope are potential outcomes of tracking team member performance, but they are not the primary benefit. Additionally, while faster project delivery may also be a potential outcome, it is not the main purpose of tracking team member performance.

5. How is Cost Variance (CV) calculated?

A. CV = EV + AC

B. CV = PV - AC

C. CV = AC - EV

D. CV = EV - AC

Cost Variance (CV) is calculated by subtracting the Actual Cost (AC) from the Earned Value (EV). This is because Cost Variance measures the difference between the budgeted cost of work performed (Earned Value) and the actual cost incurred (Actual Cost). Therefore, options A, B, and C are incorrect because they either add or subtract the wrong values. Option A adds the Actual Cost to the Earned Value, option B subtracts the Actual Cost from the Planned Value (PV), and option C subtracts the Earned Value from the Actual Cost. These calculations would result in inaccurate Cost Variance values and would not provide an accurate representation of the project's cost performance.

6. Which of these are tools and techniques for plan risk responses?

A. Cost-benefit analysis

B. Strategies for negative risks/threats and opportunities

C. Quality audits

D. Performance appraisals

Plan Risk Responses involves determining ways to enhance opportunities and reduce threats to the project's objectives. Strategies for negative risks/threats and opportunities are key tools and techniques used in developing risk response plans. This option is correct because it specifically addresses addressing both negative risks/threats and opportunities within the project. Cost-benefit analysis is generally used in the quantitative risk analysis process. Quality audits and performance appraisals are tools and techniques used in Quality Management areas of project management, rather than specifically within Risk Management.

7. Which of the following is NOT one of the five process groups?

A. Initiating

B. Executing

C. Optimizing

D. Closing

The correct answer is C. Optimizing is not one of the five process groups defined in project management. The five process groups, as defined by the PMBOK Guide, are Initiating, Planning, Executing, Monitoring and Controlling, and Closing. These process groups represent the various stages a project goes through from initiation to completion. "Optimizing" is not a recognized process group in project management methodology.

8. Tools and Techniques of Plan Risk Management include all of the following EXCEPT:

A. Analytical Techniques

B. Meetings

C. Earned Value Analysis

D. Expert Judgment

Earned Value Analysis is not a tool or technique used in the Plan Risk Management process. Earned Value Analysis is a performance measurement technique used in project management to integrate scope, schedule, and cost data. On the other hand, Analytical Techniques, Meetings, and Expert Judgment are commonly used tools and techniques in the Plan Risk Management process. Analytical Techniques involve various methods like SWOT analysis, decision trees, and simulation to assess risks. Meetings are essential for gathering information and making decisions collaboratively. Expert Judgment relies on inputs from individuals with specialized knowledge or skills to identify and analyze risks effectively.

9. Which of the following is NOT an output of the control quality process?

A. Quality control measurements

B. Validated changes

C. Financial analysis reports

D. Project management plan updates

Option A Quality control measurements are outputs of the control quality process as it involves monitoring and measuring project deliverables and processes to ensure that they meet the predetermined quality standards. Option B: Validated changes are outputs of the control quality process as it involves verifying the effectiveness of any changes implemented to address quality issues. Option D: Project management plan updates are outputs of the control quality process as it includes revising the project management plan to incorporate any changes that have been made to ensure quality standards are met. Option C, financial analysis reports, is not an output of the control quality process. This option may represent outputs of other processes, such as control costs or control procurements, but not control quality. Control quality focuses specifically on monitoring and evaluating the quality of project deliverables and processes, so financial analysis reports would not be a relevant output.

10. What is a key behavior of active listening?

A. Ignoring the speaker

B. Nodding and asking questions

C. Thinking about a response while listening

D. Listening without providing feedback

Active listening involves fully concentrating, understanding, responding, and remembering what is being said. Nodding and asking questions are key behaviors of active listening as they show the speaker that you are engaged, interested, and interested in understanding their message. By nodding and asking questions, you demonstrate empathy, respect, and encourage the speaker to continue sharing their thoughts and feelings. This behavior helps build trust and rapport, leading to effective communication and a stronger project team.   Ignoring the speaker (Option A), thinking about a response while listening (Option C), and listening without providing feedback (Option D) are not key behaviors of active listening. Ignoring the speaker is obviously counterproductive to effective communication. Preparing a response while listening can distract from truly understanding the speaker's message. Similarly, listening without providing feedback does not demonstrate engagement and can lead to misinterpretation of the message.

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!