Landini Certified Associate in Project Management (CAPM) Practice Test (Sample)

Study Guide

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

1. Which quality tool is used to perform Root Cause Analysis?

A. Fishbone Diagram

B. Flow Chart

C. Checksheets

D. Pareto Chart

2. Which tool is commonly used to visualize project schedule?

A. Mind Map

B. PERT Chart

C. Gantt Chart

D. Kanban Board

3. If material costs budgeted at $10,000 are reduced by 10%, saving $1,000, and Schedule Variance is zero, what is the Cost Variance?

A. $0

B. $1,000

C. -$1,000

D. $9,000

4. Which quality tool is used to identify the most common causes of problems?

A. Pareto Chart

B. Checksheets

C. Flow Chart

D. Control Chart

5. In earned value management, which metric indicates the difference between earned value and planned value?

A. Schedule Variance

B. Cost Variance

C. Cost Performance Index

D. Schedule Performance Index

6. In earned value management, which metric is the ratio of Earned Value to Planned Value (EV/PV)?

A. Schedule Performance Index

B. Cost Variance

C. Cost Performance Index

D. Schedule Variance

7. To prevent changes to product specifications being implemented without proper approval, review which project management plan?

A. Configuration Management Plan

B. Communications Management Plan

C. Scope Management Plan

D. Change Management Plan

8. In agile and iterative development, which practice is used to deliver usable functionality in small increments?

A. Iterative Development

B. Waterfall

C. Gantt Chart

D. Risk Register

9. Which quality dimension corresponds to the description: Does the deliverable function as the project team and other stakeholders intended?

A. Performance

B. Conformity

C. Reliability

D. Resilience

10. On a Burndown Chart, if the diagonal trend line runs below the plan line, what does this indicate?

A. More resources are being used to get work done

B. Fewer resources are being used to get work done

C. Less work is being completed than forecasted

D. More work is being completed than forecasted

Answers

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

Explanations

1. Which quality tool is used to perform Root Cause Analysis?

A. Fishbone Diagram

B. Flow Chart

C. Checksheets

D. Pareto Chart

Root cause analysis aims to uncover the underlying contributors to a problem, not just what happened. The Fishbone Diagram, also known as an Ishikawa diagram, is built for this purpose because it organizes potential causes into major categories and lays them out in a cause-and-effect structure. This visual map helps a team brainstorm, trace symptoms back to deeper issues, and identify actionable root causes to address. You can also pair it with the 5 Whys technique to drill further into each cause as needed. Flow charts show the sequence of steps in a process, which helps understand flow but isn't primarily focused on uncovering root causes. Checksheets are used to collect data in a simple, repeatable way. Pareto charts prioritize problems by frequency or impact, but they don't map causes and their relationships. So the Fishbone Diagram is the best fit for performing Root Cause Analysis.

2. Which tool is commonly used to visualize project schedule?

A. Mind Map

B. PERT Chart

C. Gantt Chart

D. Kanban Board

Visualizing a project schedule relies on a chart that places tasks on a horizontal timeline, showing when each task starts, how long it lasts, and how tasks relate to one another. The Gantt Chart is designed for this purpose, using horizontal bars along a time axis to represent each task's start and finish dates, duration, progress, and dependencies. This format lets you see the sequence of work, overlapping activities, milestones, and the overall project timeline at a glance, which is exactly what you need to understand and manage the schedule. Other tools serve different purposes: Mind maps organize ideas and relationships without a calendar view; PERT charts focus on task sequencing and time estimates in a network but aren't as straightforward for presenting the full calendar timeline; Kanban boards track workflow and work in progress rather than timing.

3. If material costs budgeted at $10,000 are reduced by 10%, saving $1,000, and Schedule Variance is zero, what is the Cost Variance?

A. $0

B. $1,000

C. -$1,000

D. $9,000

Cost Variance shows whether the project is under or over budget, calculated as Earned Value minus Actual Cost (CV = EV − AC). Since Schedule Variance is zero, the work completed has the same value as planned, so EV equals PV. The material budget is 10,000, and reducing costs by 10% means the Actual Cost is 9,000. With EV on the same level as PV at 10,000, CV = 10,000 − 9,000 = 1,000. This positive value indicates a favorable, under-budget result. The other options don't fit because they require different EV or AC values than provided; for example, a zero CV would need EV and AC to be equal, which isn't the case here, and a negative or 9,000 CV would imply different relationships between EV and AC.

4. Which quality tool is used to identify the most common causes of problems?

A. Pareto Chart

B. Checksheets

C. Flow Chart

D. Control Chart

Focus on prioritizing problems by highlighting the few causes that contribute most to the issues. A Pareto chart uses the Pareto principle, plotting defect categories in order from most to least frequent and adding a cumulative line. This visual shows which few categories drive the majority of problems, so efforts can be targeted where they'll have the biggest impact. Checksheets are for collecting data on occurrences, not ranking causes. A flow chart maps the steps in a process, helping you see how work moves through the system. A control chart tracks process performance over time and signals when variation is out of control, but it doesn't identify which causes are most common.

5. In earned value management, which metric indicates the difference between earned value and planned value?

A. Schedule Variance

B. Cost Variance

C. Cost Performance Index

D. Schedule Performance Index

Schedule Variance measures the difference between earned value and planned value. It is calculated by subtracting planned value from earned value, so EV minus PV. A positive result means you're ahead of schedule, a negative result means you're behind, and zero means you're on track schedule-wise. The other metrics use different comparisons: Cost Variance looks at earned value versus actual cost, while the performance indices are ratios (EV/PV or EV/AC) that describe efficiency rather than the direct difference. So the metric that shows the gap between what was planned to be earned and what has actually been earned is Schedule Variance.

6. In earned value management, which metric is the ratio of Earned Value to Planned Value (EV/PV)?

A. Schedule Performance Index

B. Cost Variance

C. Cost Performance Index

D. Schedule Variance

In earned value management, the ratio of Earned Value to Planned Value is called the Schedule Performance Index. It measures schedule efficiency by comparing the value of work actually performed (EV) to the value that was planned to be completed (PV). Interpreting SPI: if it equals 1, you're exactly on the planned schedule; if it's greater than 1, you're delivering value faster than planned (ahead of schedule); if it's less than 1, you're behind schedule. For example, with PV of 1,000 and EV of 800, SPI is 0.8, indicating the project is progressing at 80% of the planned pace. The other metrics capture different aspects: CPI (EV/AC) reflects cost efficiency, while Schedule Variance (EV - PV) and Cost Variance (EV - AC) indicate the absolute differences in value or cost rather than the efficiency ratio.

7. To prevent changes to product specifications being implemented without proper approval, review which project management plan?

A. Configuration Management Plan

B. Communications Management Plan

C. Scope Management Plan

D. Change Management Plan

Guarding against unapproved changes to a product's specifications is handled by configuration control. The Configuration Management Plan details how each configuration item is identified, baselined, and controlled, and it specifies the change control process—who is authorized to approve changes, how change requests are submitted, and how baselines are updated. By defining these procedures, it ensures that any modification to the product specs must go through formal approval before being implemented, preserving the integrity of the project deliverables. The Communications Management Plan focuses on how information about the project is shared, not on controlling changes to the product itself. The Scope Management Plan deals with what is in or out of scope, but not the formal mechanism for approving changes to specifications. A Change Management Plan is related in spirit, outlining how changes are requested and evaluated, but the Configuration Management Plan is the specific document that enforces approved changes to configuration items and maintains the configuration baselines.

8. In agile and iterative development, which practice is used to deliver usable functionality in small increments?

A. Iterative Development

B. Waterfall

C. Gantt Chart

D. Risk Register

Iterative development delivers usable functionality in small, short cycles. In each iteration, a working piece of the product is produced that provides value and can be shown to users for feedback. This enables rapid learning, frequent validation, and the ability to adjust direction based on real input, which keeps the product aligned with needs as it evolves. Waterfall follows a linear sequence with a single final release, making it hard to incorporate feedback early. A Gantt chart is a planning tool for scheduling tasks and timelines, not a method for delivering increments of functionality. A Risk Register tracks potential problems and responses, not the actual development approach for incremental delivery.

9. Which quality dimension corresponds to the description: Does the deliverable function as the project team and other stakeholders intended?

A. Performance

B. Conformity

C. Reliability

D. Resilience

This question targets how well the deliverable performs its intended function for the people who will use or rely on it. That describes performance—the degree to which the product or result actually carries out the tasks and purpose it was designed for, in real use by the project team and stakeholders. If the deliverable works as intended, enabling users to accomplish the tasks and achieve the expected outcomes, it demonstrates good performance. Conformity would focus on meeting predefined specifications or standards, reliability on consistent operation without failures, and resilience on the ability to recover or continue functioning after disruptions.

10. On a Burndown Chart, if the diagonal trend line runs below the plan line, what does this indicate?

A. More resources are being used to get work done

B. Fewer resources are being used to get work done

C. Less work is being completed than forecasted

D. More work is being completed than forecasted

A burndown chart compares how much work remains against the planned pace. The plan line represents the expected amount of work left if you progress as forecasted, typically ending at zero at the sprint's end. If the diagonal trend line is below that plan line, it means you're burning through work faster than planned—more work has been completed by that point than forecasted. In other words, you're ahead of schedule. If you were behind schedule, the trend line would sit above the plan line, showing less work completed than forecasted. The chart measures scope completion, not resource usage, so discussions about more or fewer resources aren't the direct takeaway from the line's position.

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://landinicapm.examzify.com

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