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

Study Guide

Everything you need from our exam experts!

Table of Contents

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 records variables and attributes during inspection?

A. Scatter Diagram

B. Fishbone Diagram

C. Checksheets

D. Pareto Chart

2. Because of a delay in project activities, a key project resource now has been assigned two concurrent project assignments. When asked by the resource what to do, you should first:

A. Look at the critical path and total float available in these two activities.

B. Reassign one of the activities to another member of the project team

C. Instruct the resource to just get it done.

D. Extend the project schedule to account for the additional time needed to complete the assignments

3. The trend line on a Burn Down chart shows

A. The projected spending of project budget to completion

B. A visual representation of how the Product Backlog items can be expected to be completed in upcoming Sprints

C. The remaining work assigned to individuals on the Development Team, with scheduled completion dates.

D. A visual representation of increments completed but not yet released

4. Which project management artifact is used to visualize the sequence and timing of activities?

A. Gantt Chart

B. Scatter diagram

C. Network diagram

D. Histogram

5. NPV is calculated as ...

A. The sum of all future revenues during the stated period

B. The sum of all future revenues during the stated period multiplied by an interest rate

C. The sum of all future revenues during the stated period discounted by an interest rate

D. The sum of all future revenues during the stated period minus the total project costs

6. Which diagram would you use to group related findings?

A. Fishbone Diagram

B. Data Flow Diagram

C. Mind Map

D. Affinity Diagram

7. You meet with your quality team to review their findings, where a Pareto Diagram is used to represent the :

A. Specific issues that occur most frequently

B. Correlation between two variables

C. Effects of a variable over time

D. Variation among a sample set

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 Agile event is held daily to commit to near-term goals, uncover problems, and ensure that work flows smoothly through the team?

A. Kickoff Meeting

B. Retrospective

C. Release Planning Meeting

D. Stand-up Meeting

10. Which cost category includes costs of rework discovered after the product has been delivered to the customer?

A. Internal Failure Costs

B. Prevention Costs

C. Appraisal Costs

D. External Failure Costs

Answers

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

Explanations

1. Which quality tool records variables and attributes during inspection?

A. Scatter Diagram

B. Fishbone Diagram

C. Checksheets

D. Pareto Chart

Recording variables and attributes during inspection is addressed by checksheets. A checksheet is a simple data collection form used to capture data as observations occur, often with tally marks or fields for counts, measurements, or yes/no attributes. It ensures data are collected consistently, allowing you to tally defects by type, track occurrences over time, or record pass/fail results. This raw data then supports later analysis and decision-making. The other tools have different purposes: a scatter diagram maps the relationship between two numerical variables to explore correlation; a fishbone (Ishikawa) diagram helps identify root causes; a Pareto chart prioritizes issues by frequency or impact to focus improvement efforts.

2. Because of a delay in project activities, a key project resource now has been assigned two concurrent project assignments. When asked by the resource what to do, you should first:

A. Look at the critical path and total float available in these two activities.

B. Reassign one of the activities to another member of the project team

C. Instruct the resource to just get it done.

D. Extend the project schedule to account for the additional time needed to complete the assignments

When a key resource is needed for two activities at once, the first move is to analyze the schedule to see how each activity sits in the network. Look at the critical path and the total float for those two activities. The critical path shows which activities determine the project finish date—any delay on those activities will push the end date. Total float indicates how much you can delay an activity without affecting the overall project finish. By identifying whether either activity sits on the critical path or has little to no float, you can decide where the real scheduling risk lies and what options are viable. If one activity is on the critical path, delaying it would delay the project, so you'd prioritize that work or seek a schedule-backed solution. If another activity has available float, you might reassign the resource to the shorter, non-critical task or adjust sequencing without jeopardizing the deadline. This assessment guides you to a grounded decision rather than jumping to reallocation, instruction to simply "get it done," or automatically extending the schedule.

3. The trend line on a Burn Down chart shows

A. The projected spending of project budget to completion

B. A visual representation of how the Product Backlog items can be expected to be completed in upcoming Sprints

C. The remaining work assigned to individuals on the Development Team, with scheduled completion dates.

D. A visual representation of increments completed but not yet released

The trend line on a Burndown chart represents forecasting how much work remains and whether that work is likely to be finished in upcoming Sprints. It uses the amount of Product Backlog work left and the team's velocity to project future completion, giving you a visual sense of whether you're on track to complete the backlog in the near term. That's why it's about the expected completion of backlog items across upcoming Sprints. It isn't about spending or budget, it doesn't show who is assigned to work each item, and it doesn't depict increments released. Those aspects are tracked with other charts or metrics, whereas the trend line on a Burndown chart focuses on remaining work and its forecasted completion.

4. Which project management artifact is used to visualize the sequence and timing of activities?

A. Gantt Chart

B. Scatter diagram

C. Network diagram

D. Histogram

Visualizing the sequence and timing of activities is all about showing when each task starts, how long it lasts, and how tasks overlap on the timeline. A Gantt chart does exactly that: each activity is shown as a horizontal bar along a time axis, with the bar's start and end dates reflecting the schedule and the bar length representing duration. This layout makes it easy to see the order of activities, which tasks run concurrently, and whether the plan is on track by comparing planned versus actual progress. Other options serve different purposes. A network diagram emphasizes the logical relationships and dependencies between activities, outlining which tasks must precede others but not presenting a clear calendar view of timing. A scatter diagram and a histogram are used for data analysis and quality metrics, not for displaying a project schedule.

5. NPV is calculated as ...

A. The sum of all future revenues during the stated period

B. The sum of all future revenues during the stated period multiplied by an interest rate

C. The sum of all future revenues during the stated period discounted by an interest rate

D. The sum of all future revenues during the stated period minus the total project costs

Net present value hinges on the time value of money: future cash inflows must be converted to their present value using a discount rate. Each future revenue amount is divided by (1 + r) raised to the power of the time period, then all those present values are summed, and the initial investment is subtracted. This captures what a dollar earned in the future is worth today. Among the options, discounting the future revenues by an interest rate best reflects this idea. The other choices miss the time-value adjustment (undiscounted sums), apply the rate in the wrong way (multiplying rather than discounting), or subtract costs without discounting the inflows, which does not correctly represent NPV.

6. Which diagram would you use to group related findings?

A. Fishbone Diagram

B. Data Flow Diagram

C. Mind Map

D. Affinity Diagram

Grouping related findings relies on sorting many observations into natural clusters based on similarity, so patterns and themes emerge rather than focusing on individual items. An affinity diagram is designed precisely for this: you write each finding on a separate note and work with others to place notes into groups that share a common theme, without imposing predefined categories. Once the clusters form, you label each group to capture its essence, which helps reveal overarching patterns, reduce duplication, and align stakeholders on the main insights. This approach is especially helpful during requirements gathering and user research to surface themes from raw data. Other diagrams serve different purposes. A fishbone diagram organizes potential causes into branches for root-cause analysis. A data flow diagram maps how information moves through a system, focusing on processes and data stores. A mind map organizes ideas around a central concept with branches showing relationships, which can help explore connections but isn't primarily about systematically clustering a large set of findings into unlabeled groups.

7. You meet with your quality team to review their findings, where a Pareto Diagram is used to represent the :

A. Specific issues that occur most frequently

B. Correlation between two variables

C. Effects of a variable over time

D. Variation among a sample set

Pareto diagrams are used to identify which issues occur most frequently and contribute most to a problem. By listing categories as bars in descending order of frequency (or impact) and adding a cumulative line, this chart highlights the few problems that drive most of the quality concerns. This enables the team to prioritize corrective actions where they'll have the biggest effect, aligning with the idea that a small number of causes often account for the majority of problems (the 80/20 principle). In contrast, a chart that shows correlation between two variables would be a scatter diagram, which isn't about prioritizing issues by frequency. A chart showing how a variable changes over time would be a time-series or trend chart, not a Pareto. A histogram displays variation within a dataset, not the frequency of distinct issue categories.

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 Agile event is held daily to commit to near-term goals, uncover problems, and ensure that work flows smoothly through the team?

A. Kickoff Meeting

B. Retrospective

C. Release Planning Meeting

D. Stand-up Meeting

Daily stand-up, or Daily Scrum, is the short, daily coordination meeting used to commit to the near-term goals for the day, surface blockers, and keep the work flowing through the team. It's time-boxed to about 15 minutes and usually held with everyone standing to keep it focused. In this ritual, team members quickly share what they accomplished yesterday, what they plan to do today, and any impediments blocking progress. The goal is transparency and alignment so the team can re-plan and adjust as needed to avoid bottlenecks and maintain momentum. Kickoff meetings happen at the start of a project and aren't daily. Retrospectives occur at the end of a sprint to reflect and improve processes, not day-to-day work. Release planning covers longer horizons and roadmap how features will be delivered, not the day-to-day flow.

10. Which cost category includes costs of rework discovered after the product has been delivered to the customer?

A. Internal Failure Costs

B. Prevention Costs

C. Appraisal Costs

D. External Failure Costs

The key idea is that costs of quality are classified by when the defect is found and where the cost to fix it is incurred. When a defect is discovered after the product has been delivered to a customer, the costs to fix that defect happen outside the producer's plant and after sale. Those post-delivery repairs, warranty work, returns processing, and field-service expenses fall under external failure costs. They represent the impact of defects felt by the customer and typically are the most costly because they involve customer dissatisfaction and additional service efforts after the product has left the organization. In contrast, internal failure costs are incurred from defects found before delivery—things like rework, scrap, or failure analysis done within the production process. Prevention costs aim to stop defects from occurring in the first place, and appraisal costs cover inspection and testing to detect defects before delivery. So rework needed after delivery is categorized as external failure costs, since the defect was detected outside the production environment.

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!