Practice Questions

Practical Case Study

Certified Associate in Project Management (CAPM)® EXAM Crash Course

Vijay Kanabar, PhD.

Certified Associate in Project Management (CAPM)® Exam Crash Course

Dr. Vijay Kanabar, CAPM®, PMP®, PMI-ACP®, CSM®

Laura Norman, CAPM®
Executive Editor and Technical Reviewer

Practice Exam Questions

You can find the answers in Appendix A: Practice Exam Answers or click the question number to jump directly to the appendix.

Multiple Choice

Understanding project management terms and definitions is essential. Consider the following questions that address topics from Domain 1.

Understand the Difference Between Project and Operation

1. A company plans to develop a new web-based CRM system to improve its customer service. The development of this new system involves several phases, including requirement gathering, design, development, testing, and deployment. Once deployed, the system will require ongoing maintenance and support.

The development of the CRM system is considered _____, while the ongoing maintenance and support of the CRM system is considered _____.

A. Project; Operations
B. Operations; Project
C. Temporary; Continuous
D. Unique Outcome; Repetitive

What Constitutes a Project?

2. A company organizes a holiday event to celebrate with employees from different locations. The event involves selecting a venue, coordinating speakers, arranging travel and accommodations, and managing registrations. The planning and execution of the conference must be completed by a specific date.

Which of the following best describes the nature of organizing the annual corporate conference?

A. Operations
B. Continuous
C. Project
D. Repetitive

Understanding Life Cycle Stages, Prioritizing Activities, and Responding to Problems Before Product Release

3. A project manager, Sarah, is tasked with launching a new Fitness Tracking app for a startup. The project involves multiple phases: initial development, beta testing, market launch, and post-launch updates. The initial development phase is well-defined, but subsequent phases must remain flexible to accommodate market feedback.

What approach should be taken?

A. Adaptive
B. Predictive
C. Incremental
D. Hybrid

4. A project manager is assigned to oversee a construction project that starts with the use of new 3-D design software, enabling architects to incorporate customer input early on. However, as the project advances, the team recognizes the need for detailed planning and structured construction phases.

Which project management approach would be most appropriate for this situation?

A. Agile
B. Predictive
C. Waterfall
D. Hybrid

5. During the beta testing phase of a new app, the project team collects user feedback and prioritizes it for the next development sprint. This iterative process of incorporating changes based on real-world feedback is characteristic of which project management approach?

A. Adaptive
B. Predictive
C. XP
D. Hybrid

6. A project team is developing a new fitness tracking app. During the development, the team discovered that the app's core tracking feature wasn't compatible with a popular third-party fitness device that does the analytics and reporting.

What should the project manager do?

A. Launch the app without compatibility with the third-party device, assuming the gap will be addressed later via bug fixes.
B. Escalate this issue to the technical support team, and await their decision on how to proceed.
C. Consult with the development team and stakeholders to find a solution that addresses the compatibility issue.
D. Release the app, and instruct users to manually enter data from the third-party device until a workaround is developed.

7. For the same scenario, consider the following question.

What should the project manager prioritize to ensure the project's success?

A. Ensure the app is launched on time, even if the compatibility issue is unresolved.
B. Focus on developing a workaround for the compatibility issue with the third-party device.
C. Postpone the project until full compatibility is achieved.
D. Communicate with users about the issue and gather their feedback on the importance of third-party device compatibility.

Prioritizing Problem-Solving

Considering that meeting with stakeholders is critical and might reflect poorly on the project manager if proper problem-solving is not done first, a detailed analysis of the problem should typically be done before engaging with stakeholders. A related scenario that prioritizes problem-solving is shown below to illustrate this aspect.

8. A project team is developing a new fitness tracking app. Users report inconsistent data syncing between the app and various fitness devices during testing. What problem-solving approach should the project manager use to address the inconsistent data syncing issue effectively?

A. Ensure the app is launched on time, even if the compatibility issue is unresolved
B. Identify the root cause of the problem using a Ishikawa diagram (fishbone diagram)
C. Use a Pareto chart as it reveals the problem graphically
D. Postpone the project until full compatibility is achieved

Understand the Differences Between Constraints, Assumptions, Risks, and Issues Within Project Management

In this scenario, we test the understanding of the differences between constraints, assumptions, risks, and issues within project management.

9. A project team is developing a new software application. The team has identified several factors that could impact the project's success, including a fixed deadline, the availability of key team members, potential security vulnerabilities, and the belief that a new development tool will improve productivity. Identify the category for each factor:

The fixed deadline is an example of a:

A. Risk
B. Constraint
C. Issue
D. Assumption

10. The availability of key team members is an example of a:

A. Risk
B. Constraint
C. Issue
D. Assumption

11. Potential security vulnerabilities are examples of:

A. Risks
B. Constraints
C. Issues
D. Assumptions

12. The belief that a new development tool will improve productivity is an example of a:

A. Risk
B. Constraint
C. Issue
D. Assumption

Project Organizational Structures

This set of questions tests understanding of the different organizational structures and their characteristics, providing insight into how each structure impacts project management and team dynamics.

13. A company is deciding how to structure its teams for a series of new projects. They are considering different organizational structures and want to understand the implications of each.
Identify the organizational structure described:

In this structure, employees have dual reporting lines to both functional and project managers.

A. Functional
B. Matrix
C. Projectized
D. Hybrid

14. This structure emphasizes specialization within departments and has a clear hierarchy.

A. Functional
B. Matrix
C. Projectized
D. Hybrid

15. Project managers have full authority, and team members work exclusively on projects in this structure.

A. Functional
B. Matrix
C. Projectized
D. Hybrid

True/False Questions

The CAPM exam doesn't include true/false questions, but they can still be a valuable tool for reviewing core concepts introduced in this domain.

1. True or False: A project is an ongoing endeavor designed to produce a repetitive product or service.
2. True or False: Programs consist of related projects managed in a coordinated way to obtain benefits not available from managing them individually.
3. True or False: In a predictive development approach, the requirements must be fully defined and understood at the start of the project.
4. True or False: An adaptive development approach is flexible, and changes in requirements are anticipated and welcomed throughout the project.
5. True or False: Issues are potential future events that could impact the project.
6. True or False: Risks are current conditions that are impacting the project objectives.
7. True or False: Assumptions are considered true for planning purposes and are documented to understand project constraints.
8. True or False: Constraints limit the project management team's planning and executing options.
9. True or False: A milestone is a significant point or event in a project, and it is considered to have a duration.
10. True or False: Task duration refers to the time necessary to complete a task and can be expressed in days, hours, or weeks.
11. True or False: The project scope statement is part of the Project Management Plan and outlines what is included and excluded from the project.
12. True or False: Operations are ongoing and repetitive activities that maintain the business functions over time.
13. True or False: The project sponsor issues the project charter and formally authorizes the existence of a project.
14. True or False: A portfolio is a collection of projects or programs grouped together to manage the work in a coordinated manner.
15. True or False: Project management involves applying skills, knowledge, tools, and techniques to meet the project requirements.
16. True or False: The triple constraint in project management includes scope, quality, and risk.
17. True or False: Emotional intelligence in project management only relates to managing one's own emotions.
18. True or False: A RACI chart is a type of responsibility assignment matrix that defines roles in terms of Responsible, Accountable, Consulted, and Informed.
19. True or False: In a strong matrix organization, the project manager has more authority than the functional manager.
20. True or False: A hybrid project life cycle integrates predictive and adaptive life cycle elements to maximize effectiveness.

Part 2

Domain 2: Predictive, Plan-Based Methodologies

Objectives to be covered:

1. **Understanding Predictive, Plan-Based Approaches**
   A predictive, plan-based approach is ideal for structured projects with stable requirements and clear objectives. This chapter covers the characteristics of projects suited for this approach, its alignment with industries like construction and manufacturing, and the organizational structures that enhance its effectiveness.

2. **Identify Activities for Each Process Group**
   A structured approach to process groups ensures comprehensive project management. This chapter covers the key activities in initiation, planning, execution, monitoring and controlling, and closing phases, including defining objectives, managing resources, controlling risks, and finalizing deliverables.

3. **Apply Project Management Scheduling Techniques**
   Effective scheduling techniques are essential for optimizing timelines and tracking progress. This chapter covers work breakdown structures (WBS) to decompose project scope into actionable work packages, task dependencies and the Critical Path Method.

4. **Document Project Controls and Artifacts**
   Proper documentation and controls ensure project alignment and accountability. This chapter covers processes for change management, risk control, quality assurance, and project performance monitoring using cost and schedule variance analysis.