✅ Congratulations! You passed!

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Complete this 30-question graded quiz. This quiz simulates questions you may encounter on the CAPM certification examination. Some questions may have two answers.

The CAPM certification test is 150 questions. You have three hours or 180 minutes to complete the exam. Try to average 1.2 minutes or 72 seconds to respond to each question.

1. Project planning is complete. The project manager and team are preparing to present project objectives to all stakeholders to gain their acceptance. What meeting is being planned?

1 / 1 point

- ⦿ Project kick-off meeting
- ◯ Project pre-baseline meeting
- ◯ Project acceptance meeting
- ◯ Project plan approval meeting

  ✓ **Correct**
  Correct! The project plan is presented for acceptance at a project kick-off meeting.

2. A project manager is responsible for ensuring all project team members function at a high level. What is the best practice to ensure the team is motivated and committed. (Choose 2)

1 / 1 point

- ☐ Ensure people are working with team members they are compatible with
- ☐ Ensure people are assigned to the most critical tasks
- ☑ Ensure people are working on tasks that match their disposition

⊘ **Correct**
Correct! Ensure people are working on tasks that match their disposition.

☑ Ensure people are working on tasks that match or slightly exceed their skillset

⊘ **Correct**
Correct! Ensure people are working on tasks that match or slightly exceed their skillset.

3. Bethany is adopting a leadership approach that can create an environment more conducive to successful project outcomes. Teams often feel empowered, are more collaborative, and have high morale, which sets the stage for a successful project. What leadership approach is Bethany adopting?

1 / 1 point

◯ Situational leadership

◯ Charismatic leadership

◯ Inspirational leadership

◉ Servant leadership

⊘ **Correct**
Correct! Servant leadership creates an environment more conducive to successful project outcomes.

4. The customer was unhappy when the final project product was delivered. A team member added features and functionality without addressing the effects on time, costs, and resources and without customer approval. What issue occurred that impacted acceptance?

1 / 1 point

◯ Scope expansion

◯ Work variance

◉ Scope creep

◯ Unauthorized work

⊘ **Correct**

Correct! Adding features and functionality without addressing the effects on time, costs, and resources and without customer approval is referred to as scope creep.

5. Effective conversations ensure that the right communications are shared with the right audience in a timely manner. What is the most critical step in ensuring a conversation is effective?

1 / 1 point

◯ Presenting

◉ Planning

◯ Media

◯ Skills

⊘ **Correct**

Correct! Planning is essential to have effective conversations, as it will help you get the most out of your communications.

6. Describe two primary benefits of effective communication with stakeholders and the project team. (Choose 2)

1 / 1 point

☑ Resolves conflicts

⊘ **Correct**

Correct! Effective communication enables project managers to build trust, resolve conflicts, provide clear direction, and keep everyone aligned during the lifecycle of a project.

☐ Build on assumptions

☐ Develop constraints

☑ Builds trust

⊘ **Correct**

Correct! Effective communication enables project managers to build trust, resolve conflicts, provide clear direction, and keep everyone aligned during the lifecycle of a project.

7. The communications management is currently outdated. The team identified new stakeholders who must be included and addressed some media choices that were no longer effective. Which project communications management process is being performed?

1 / 1 point

○ Update communications

○ Plan communications management

◉ Monitor communications

○ Manage communications

⊘ **Correct**
Correct! The communications management plan is monitored and updated as the project progresses in monitor communications.

8. A project manager is sending out various communications using voice, video, text messages, and email. There is no need for an immediate response. What type of communication is being used?

1 / 1 point

◉ Asynchronous

○ Synchronous

○ Indirect communication

○ Direct messaging

⊘ **Correct**
Correct! With asynchronous communication, the communication is not in real-time. There is a time lapse between when a message is sent, when it is received, and when it is responded to.

9. The team is finalizing the communications management plan. They are trying to determine the optimal choice for a number of communications items. They agreed that email programs like Outlook and Gmail and direct messaging such as Slack, Microsoft Teams, and WhatsApp provide a record of communication that any stakeholder can refer to at a later point. What is the team trying to determine?

1 / 1 point

○ Communication methods

○ Communication modes

⦿ Communication mediums

○ Communication sources

⊘ **Correct**
Correct! Communication mediums are methods that project managers can use to communicate with their teams.

10. There are a total of seven team members on the project. How many potential communication channels exist?　　　　**1 / 1 point**

○ 7

○ 14

⦿ 21

○ 49

⊘ **Correct**
Correct! There are 21 potential communication channels calculated as $(7x(7-1))/2 = 21.$

11. There are many aspects of cross-cultural communications that can impact the message intended versus the message received. An individual's frame of reference may impact the effectiveness of communications greatly. Identify two frame of reference considerations that may impact cross-cultural communications? (Choose 2)　　**1 / 1 point**

☑ Experience

⊘ **Correct**
Correct! The four frame of reference considerations in the Browaeys and Price Model include knowledge, experience, norms/values, and assumptions.

☐ Gender

☐ Constraints

☑ Assumptions

⊘ **Correct**

Correct! The four frame of reference considerations in the Browaeys and Price Model include knowledge, experience, norms/values, and assumptions.

12. The concept of failing fast is gaining popularity in project management. The goal is to identify problems and issues early and address them before they impact the project baseline. In which lifecycle methodology did the failing fast methodology originate?

1 / 1 point

◯ Waterfall

⦿ Adaptive

◯ Incremental

◯ Predictive

⊘ **Correct**

Correct! The failing fast concept originated in agile, which is an adaptive methodology.

13. A key team member is responsible for defining the product vision and ensuring it aligns with the organization's goals. They work closely with the development team to prioritize features and ensure that the project meets the needs of the stakeholders and provides value.

1 / 1 point

◯ Sponsor

◯ Project Manager

⦿ Product Owner

◯ Scrum Master

⊘ **Correct**

Correct! Acts as the voice of the customer and ensures the product providers' value.

14. A project team member has been designated a role where they will need to develop code for a new software application that needs to be launched in two months. What RACI designator is essential to clarify the role of this team member?

1 / 1 point

○ I

◉ R

○ C

○ A

  ✓ **Correct**
     Correct! This team member needs to perform actual work or tasks. They are responsible.

15. A project is resource challenged. They have a critical path and two other paths that are near the critical path. They elected to add resource buffers to have additional resources available to ensure the non-critical paths are not delayed. In addition, they believe a number of unknown risks may lead to the need for project buffers. What type of schedule planning did they leverage?

1 / 1 point

◉ Critical chain method

○ Critical path method

○ Critical resource method

○ Critical buffer method

  ✓ **Correct**
     Correct! Critical chain method adds resource and project buffers to all network diagram paths to plan for resource shortages and schedule delays.

16. A project work package has an ES on Day 3 and a LS on Day 5. The EF is Day 7, and LF is Day 9. Which of the following statements is TRUE about this work package? (Choose 2)

1 / 1 point

☑ Slack is 2 days

⊘ **Correct**

Correct! The duration is 5 days. Slack is determined by either LS-ES or LF-EF. This is (5-3) or (9-7). Slack is 2 days.
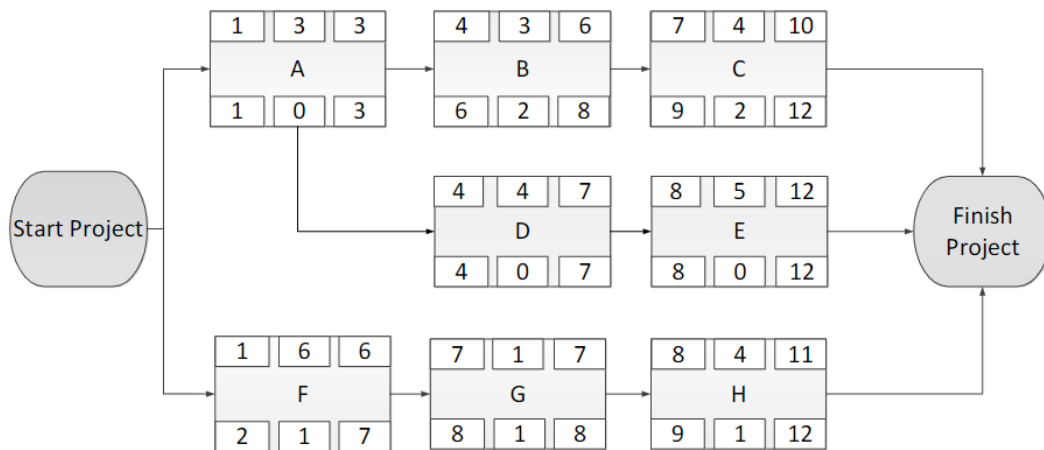
☐ Duration is 3 days

☐ Slack is 4 days

☑ Duration is 5 days

⊘ **Correct**

Correct! The duration is 5 days. Slack is determined by either LS-ES or LF-EF. This is (5-3) or (9-7). Slack is 2 days.

17.

1 / 1 point

Review the diagram and then respond to the question. What is the critical path for this project?

○ 11

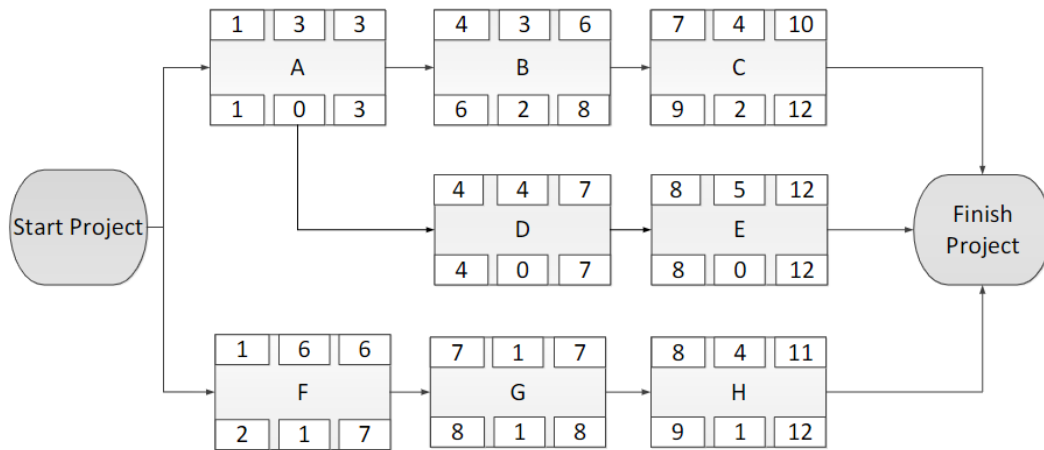○ Insufficient information

● 12

○ 10

⊘ **Correct**

Correct! Critical Path is ADE = 12 days

18.

1 / 1 point

Review the diagram and then respond to the question. Which work package has the most slack?

○ H

○ E

◉ B

○ F

✓ **Correct**
   Correct! Work packages with the most slack (2 days) are B and C.

19. A project manager is very disappointed by project communications effectiveness. Communications are random, stakeholders complain about a lack of timely information, and oftentimes stakeholders do not understand the purpose behind communications. What should the project manager revisit and potentially update?

1 / 1 point

○ Project status report

◉ Communications management plan

○ Communications report

○ Work performance information

✓ **Correct**
   Correct! A communications management plan defines communications items, assigns ownership of the items, defines when and how

communications will be executed, and ensures the right audience is addressed.

20. A virtual team is developing a communications strategy to determine the most effective means to communicate that mitigates the risk of distance and time zones. What is the primary constraint they must consider?

1 / 1 point

◉ Technology

◯ Attendance

◯ Personalities

◯ Costs

⊘ **Correct**
Correct! The primary constraint to plan for when using virtual communications is technology.

21. Which communication style will likely ask what, when, where, and how questions, speak in complete sentences/paragraphs, be deliberate and clear, and exhibit detail-oriented preferences?

1 / 1 point

◯ Conceptual

◯ Analytic

◉ Structural

◯ Social

⊘ **Correct**
Correct! The structural style is typified by a focus of how to perform the task.

22. Specific leadership competencies can benefit your project. Misty is attempting to ensure all decisions arrived upon can be solutions that the team can support and embrace. Which specific competency is being displayed?

1 / 1 point

◯ Respect

○ Transparency

◉ Positive discourse

○ Integrity

⊘ **Correct**

Correct! Arrive at solutions that all parties can embrace.

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23. The team is reviewing the Tuckman Ladder to determine where to place the current IT team. They want to integrate the IT team into the project as quickly as possible. What are two stages that the team will need to analyze? (Choose 2)

1 / 1 point

☐ Inform

☑ Storm

⊘ **Correct**

Correct! The four phases of the Tuckman Ladder are form, storm, norm, and perform.

☐ Conform

☑ Norm

⊘ **Correct**

Correct! The four phases of the Tuckman Ladder are form, storm, norm, and perform.

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24. There are many proven techniques designed to improve leadership skills. One method is to work to increase self-awareness and self-management skills and strive to become more socially aware to improve your social skills. What technique is being described?

1 / 1 point

○ Positive decision-making

○ Effective conflict management

○ Apply critical thinking

◉ Improve emotional intelligence

⊘ **Correct**

Correct! Work to increase self-awareness and self-management skills.
Strive to become more socially aware and improve your social skills.

25. The project team is focused on completing planning for a major product launch   **1 / 1 point**
scheduled in three months. Today they are identifying all necessary project
resources, including human resources, software and tools, equipment, and
more. They will align the resource requirements with work packages from the
work breakdown structure. What tool is recommended to document this work?

○ Resource requirement list

○ Resource statement

⦿ Resource breakdown structure

○ Resource register

⊘ **Correct**
Correct! A Resource breakdown structure is a hierarchical representation
of resources by category and type. It is aligned with the work breakdown
structure (WBS).

26. Negotiating for resources is one of the project manager's most challenging   **1 / 1 point**
tasks. Functional managers are often not willing providers of the personnel and
other resources you require. What aspects of the negotiation process are helpful
for a project manager to remember? (Choose 2)

☑ Strive for a mutually beneficial solution

⊘ **Correct**
Correct! The process of effective negotiation includes communicating,
collaborating, and compromising to reach a mutually acceptable
agreement.

☑ Communicate clearly and assertively

⊘ **Correct**
Correct! The process of effective negotiation includes communicating,
collaborating, and compromising to reach a mutually acceptable
agreement.

☐ Ensure the negotiation meets your total needs

☐ Focus on results over relationship

27. The Lencioni 5 Dysfunctions of a Team model is a guide to achieve better project results. Which is the first dysfunction a manager should try to manage to effectively utilize this model?

1 / 1 point

○ Avoidance of accountability

◉ Absence of trust

○ Fear of conflict

○ Lack of commitment

⊘ **Correct**
Correct! The Lencioni model provides a step-by-step approach to achieve results. The first step is to overcome the absence of trust.

28. A project team member is assessing their ability to self-manage or regulate their actions and emotions to improve their overall emotional intelligence. What step do they need to address before self-management can be totally successful?

1 / 1 point

○ Communicate effectively and build relationships

○ Motivate self to achieve goals

○ Be socially aware of others' emotions and respond accordingly

◉ Become more self-aware of what drives your actions

⊘ **Correct**
Correct! The first step in the Emotional Intelligence model is to become more self-aware.

29. A project sponsor often displays the ability to recover quickly from setbacks and failures. This leader is always able to maintain their focus and motivation even when things don't go as planned. What key attribute is this leader exhibiting?

1 / 1 point

○ Adaptability

○ Resilience

○ Emotional intelligence

○ Situational leadership

⊘ **Correct**

Correct! Resilience refers to the ability to recover quickly from setbacks and failures.

30. A new team member is currently unable to perform tasks at a high level. In addition, this team member is both insecure and not willing to perform the project tasks assigned. Which situational leadership strategy is most appropriate for this new team member?

1 / 1 point

◉ Direct

○ Support

○ Monitor

○ Coach

⊘ **Correct**

Correct! Direct an individual who is unable and not willing.