Certified Associate in Project Management (CAPM)® Exam Prep

Course 01 – CAPM® Application & Exam

Workbook
Course Structure

- Application & Exam
- Types of Questions
- PM Basics
- Ten Knowledge Areas
- Professional Responsibility
- Practice Exams
What do the letters CAPM mean?
◦ Certified Associate in Project Management

What are the benefits of being a CAPM?
◦ Higher income potential
◦ Shows knowledge of international standards
◦ Is required by a growing number of employers
How Do I Become A CAPM?

- 23 hrs. of education
- OR
- 1,500 hrs. as Team member

Application Submission 90 Days → Application Completeness Review → Applicant Payment Process → Pass 150? Exam (1 year) → Receive Certification

Application Completeness Review

Receive Certification
CAPM Application

- Applying online is the fastest way
  [https://certification.pmi.org](https://certification.pmi.org)

- Mailing Address
  PMI Certification Department
  Fourteen Campus Boulevard
  Newtown Square, PA. 19073
<table>
<thead>
<tr>
<th>Domain</th>
<th>Percentage of Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Basic PM Processes</td>
<td>15% 23 questions</td>
</tr>
<tr>
<td>Integration Management</td>
<td>12% 18 questions</td>
</tr>
<tr>
<td>Scope Management</td>
<td>11% 17 questions</td>
</tr>
<tr>
<td>Time Management</td>
<td>12% 18 questions</td>
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<tr>
<td>Cost Management</td>
<td>7% 11 questions</td>
</tr>
<tr>
<td>Quality Management</td>
<td>6% 9 questions</td>
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<tr>
<td>Human Resources Management</td>
<td>8% 12 questions</td>
</tr>
<tr>
<td>Communications Management</td>
<td>6% 9 questions</td>
</tr>
<tr>
<td>Risk Management</td>
<td>9% 14 questions</td>
</tr>
<tr>
<td>Procurement Management</td>
<td>7% 11 questions</td>
</tr>
<tr>
<td>Stakeholder Management</td>
<td>7% 11 questions</td>
</tr>
</tbody>
</table>
CAPM Exam

- Must get 61% or better
- There is no penalty for wrong answers
- Fees:
  - PMI members pay $225
  - Non-members pay $300
- Each applicant has one (1) year to take exam
The exam is largely based on the PMBOK Guide®.

The exam is largely about memorization.

The exam emphasizes the five (5) process groups, ten (10) knowledge areas and 47 processes.

Exam requires you to answer the questions from PMI’s perspective based on the RDS.
Questions can be series based, i.e. you must answer the first question correctly to answer the next three (3) or four (4) questions.

A small percentage of the questions will be based on the inputs and outputs from the PMBOK Guide.

Earned Value, Critical Chain, PERT, EMV, and CPM will almost certainly be on the test.

Approximately 10%–15% of the exam will require the use of other formulas.
Types of Questions

Two Right Answers

Remember, what would you do first.

Made up Terms

Failing to know the key terms & acronyms will = failure.
Jun is a project coordinator for a large textile company. She is currently working on three separate projects and most of her resources are also not dedicated to only one project. One day she receives an e-mail from one of her customers complaining that one of her projects is largely failing to deliver what the customer had expected and they are likely going to be canceling the contract. What is the most likely cause of this problem?

A. The customers in question were not involved early enough in the process.
B. Customer sign-off was not obtained for the scope statement.
C. Scope definition happened too late in the process.
D. The customer did not read their e-mail.
Types of Questions
Extraneous Information

You are the project coordinator for a project that currently has a CPI of .93 and an SPI of 1.09. Your project has an EV of $1,197 and an ETC of $247,000. You are more than halfway through your project. Your sponsor has just requested a major shift in project scope what should you do?

A. Try to convince the sponsor to change their mind.
B. Agree to implement the changes immediately.
C. Evaluate the changes for impacts to the cost and schedule.
D. Stop the project until the issue is resolved.
A new project manager is complaining to a coworker about the development methodology they are being forced to use. The coworker suggests the project manager make more use of a work breakdown structure. Which of the following statements best justifies this recommendation?

A. The WBS is a great communication tool.
B. The WBS shows the relationships between resources and deliverables.
C. The WBS shows the relationships between functional managers and resources.
D. The WBS allows for progressive elaboration using placeholder work packages.
Recurring Themes
PMI’isms

- There is a basic assumption that you keep historical records for all your projects.
- You must understand the process of project management (what to do first, second, etc.).
- You must not only understand the topics, but also why you should care about them.
- Everything should be coordinated with the stakeholders of a project and expectations managed.
Recurring Themes

PMI’isms

- All roles and responsibilities must be clearly defined.
- A project plan is not a Gantt chart.
- A WBS is not an org chart but is a wonderful and key element of successful project management.
- Project managers are awesome and are very skilled.
- PMI does not support gold plating (adding extra functionality).
- Expert judgment and bottoms up is preferred.
- Environmental factors are influencing the project.
The Exam – Why People Fail

- Belief that they can pass the test from their experience (not studying).
- A lack of PM experience.
- Failure to read the questions.
- Failure to read all of the choices.
- Not trusting their knowledge.
- Nervousness.
Questions and Answers
Review Questions:

1. Which of the following correctly represents the acronym CAPM®?
   A. Certified Associate in Program Management
   B. Certified Associate in Project Management
   C. Certified Associate in Portfolio Management
   D. Confirmed Associate in Project Management

2. Which of the following is a benefit to holding the CAPM® credential?
   A. Higher income potential
   B. Shows knowledge of a global standard
   C. It is required by a growing number of companies
   D. All of the above

3. How many hours of professional experience working on projects do you need?
   A. 3,600
   B. 1,500
   C. 7,500
   D. None of the above

4. If a candidate is attempting to qualify to sit for the CAPM® exam, how many contact hours may be used instead of experience?
   A. 23
   B. None, PDUs are required
   C. 45
   D. 21

5. If you do not have 23 hours of education, how many hours of professional experience leading projects do you need?
   A. 6,000
   B. 4,500
   C. 9,000
   D. 1,500
6. Which of the following best describes contact hours?
   A. Contact hours are the same as PDUs
   B. Contact hours represent hours of formal instruction or education in the field of project management
   C. Contact hours represent hours spent reading about or training in the field of project management
   D. None of the above

7. How many questions are on the CAPM® exam?
   A. 175
   B. 250
   C. 200
   D. 150

8. Which of the following areas of project management represents the largest percentage of test questions?
   A. The basic PM processes
   B. Monitoring & Controlling
   C. Planning
   D. Initiating

9. What is the required passing score for the CAPM® exam?
   A. 68%
   B. 80%
   C. 61%
   D. 75%
Answer Key:

1. B  
   The CAPM is the most popular junior project management certification in the world. It stands for Certified Associate in Project Management.

2. D  
   All of the above are true according to PMI®.

3. B  
   Under PMI®’s requirements, each candidate must possess at least 1,500 hours of professional experience working on projects or 23 hours of education.

4. A  
   For CAPM® candidates, 23 contact hours may be used instead of experience. A contact hour is the same as an hour of face time with an instructor.

5. D  
   Under PMI®’s qualifications for people who hold a baccalaureate degree, each candidate must possess at least 1,500 hours of professional experience working on projects.

6. B  
   Contact hours represent hours of formal instruction or education in the field of project management. Contact hours are the same as PDU categories 1, 3 and/or 5.

7. D  
   The CAPM® exam contains 150 questions of which only 135 are actually graded. 15 questions are being evaluated for future addition to the test bank.

8. A  
   The basic PM processes represent 15% of the CAPM® exam.

9. C  
   68% of all exams receive this score or better.