

CAPM® Essential – 10 Free Sample Questions with Answers

Questions

1) In a marketing project, three stakeholders have different interpretations of what “launch readiness” means. After several meetings filled with new assumptions, the project manager actively restates each stakeholder’s perspective, confirms shared definitions, and documents the agreed decisions before proceeding.

In this context, the project manager is primarily functioning as a _____.

Domain: Project Management Fundamentals and Core Concepts

Topic: Communications Management

- A) Negotiator
- B) Stakeholder
- C) Analyst
- D) Listener

2) A public utility has been tasked with reducing outage restoration time by 20% within a year. Leadership initiates a temporary project to redesign dispatch workflows, implement a new crew-routing tool, and transition supervisors to new performance rules that will remain in effect after the project concludes.

Once the transition is finalized, operations will continue using the new process indefinitely. Which option BEST describes how this project serves as a catalyst for change?

Domain: Project Management Fundamentals and Core Concepts

Topic: Change Control

- A) Run routine support activities to keep systems stable daily
- B) Deliver capability that changes future operations
- C) Conduct training sessions for existing staff only
- D) Delay the implementation until next year

3) A company is automating its packaging line, and the scope statement includes deliverables such as “install sensors” and “configure reporting.” During a scope review, the vendor suggests adding operator training and spare parts, while the sponsor insists that these items should be included at no additional cost.

To prevent this type of conflict, the scope statement should be revised to clearly specify _____.

Domain: Project Management Fundamentals and Core Concepts

Topic: Scope Management

- A) Explicit scope exclusions
- B) Measurable deliverable acceptance criteria
- C) Validated assumptions and constraints
- D) Detailed project timelines

4) A marketing agency is responsible for launching a product in three cities over a six-week period. The project sponsor questions the proposed staffing level and suggests that the team is too large. However, the event lead explains that the plan does not account for required travel days or specialized roles for coordinating with local vendors.

What should the project manager develop to justify the required number of personnel and the specific skills needed for the work packages?

Domain: Project Management Fundamentals and Core Concepts

Topic: Resource Management

- A) Change log
- B) Communications management plan
- C) Risk management plan
- D) Resource requirements

5) A healthcare network is launching a new patient check-in kiosk across 12 clinics. Two clinic managers have significant influence over frontline adoption and are already warning that the kiosks will disrupt operations.

The project manager has recorded the stakeholders' names and roles, but stakeholder engagement is rapidly deteriorating. What should the project manager do next with the stakeholder register?

Domain: Project Management Fundamentals and Core Concepts

Topic: Stakeholder Management

- A) Tailor engagement strategies using the stakeholder register
- B) Escalate all decisions to the project sponsor
- C) Freeze the stakeholder list until the project kickoff
- D) Request identical feedback from every stakeholder

6) In a municipal rail project, a new safety requirement increases costs and affects key deadlines. The project sponsor urges the project manager to approve the change quickly to avoid public criticism. However, the project manager explains that the decision affects funding and the organization's risk tolerance.

Who generally has the authority to approve this major change and its related funding?

Domain: Project Management Fundamentals and Core Concepts

Topic: Project Roles and Responsibilities

- A) The project sponsor
- B) The project team
- C) The project manager acting independently
- D) The project administrator

7) A manufacturing project is implementing a new quality-inspection process that operators have resisted. The project manager realizes that simply updating procedures will not create acceptance.

The project manager conducts a workshop to explain the purpose of the process, connect it to employee safety, and build commitment among influential shift leaders. Resistance decreases even though the documented procedures remain unchanged.

The project manager is exemplifying _____, which distinguishes leadership from traditional management.

Domain: Project Management Fundamentals and Core Concepts

Topic: Stakeholder Management

- A) Inspiring commitment
- B) Providing additional technical training
- C) Enforcing compliance through procedures
- D) Conducting routine status meetings

8) During a global software rollout that is behind schedule, two senior engineers publicly blame each other during cross-time-zone meetings. Other team members have started withholding status updates because they expect further conflict, while the project sponsor demands greater accountability from the project manager.

What should the project manager do to de-escalate the conflict while maintaining trust and authority?

Domain: Project Management Fundamentals and Core Concepts

Topic: Communications Management

- A) Schedule a team-building retreat
- B) Meet separately with each engineer and avoid a joint discussion
- C) Acknowledge the emotions, reframe the issue, and agree on next steps
- D) Introduce stricter deadlines to pressure the engineers

9) A construction project has an established risk management plan containing specific risk triggers, assigned risk owners, and pre-approved response actions.

During project execution, a supplier reports a four-week increase in lead time. This situation matches a documented risk trigger that was previously reviewed with the project sponsor. The sponsor requests an entirely new plan, but the project manager wants to follow the approved governance structure.

What should the project manager do next?

Domain: Project Management Fundamentals and Core Concepts

Topic: Risk Management

- A) Postpone action until the next regular project meeting
- B) Organize an emergency meeting to redesign the risk plan
- C) Activate the assigned response owner according to the risk management plan
- D) Submit a change request before initiating any risk response

10) In a construction project, a weekly coordination meeting is held to address dependencies between trades and remove obstacles. Participants complain that the meeting regularly exceeds its scheduled time and rarely produces clear decisions.

The project manager wants to improve the next meeting's productivity based on observable results rather than subjective opinions. What should the project manager do?

Domain: Project Management Fundamentals and Core Concepts

Topic: Communications Management

- A) Define the meeting's purpose and expected outcomes
- B) Conduct a post-meeting satisfaction survey
- C) Add more discussion topics to the agenda
- D) Rotate facilitators for every meeting

Answer Key & Explanations

1) D — Listener

Domain: Project Management Fundamentals and Core Concepts

Topic: Communications Management

Explanation: The project manager is actively listening by restating stakeholder perspectives, confirming shared definitions, and checking mutual understanding. This helps eliminate assumptions and communication gaps before decisions are finalized.

2) B — Deliver capability that changes future operations

Domain: Project Management Fundamentals and Core Concepts

Topic: Change Control

Explanation: Projects are temporary initiatives that can create lasting organizational change. This project introduces new workflows, technology, and performance rules that will permanently affect how future operations are conducted.

3) A — Explicit scope exclusions

Domain: Project Management Fundamentals and Core Concepts

Topic: Scope Management

Explanation: Scope exclusions clarify which products, services, or activities are not included in the project. Explicitly excluding operator training and spare parts would reduce ambiguity and prevent disagreements about whether these items are part of the approved scope.

4) D — Resource requirements

Domain: Project Management Fundamentals and Core Concepts

Topic: Resource Management

Explanation: Resource requirements identify the types, quantities, skills, and availability of resources needed to complete project activities or work packages. They provide the basis for explaining why particular roles and staffing levels are necessary.

5) A — Tailor engagement strategies using the stakeholder register

Domain: Project Management Fundamentals and Core Concepts

Topic: Stakeholder Management

Explanation: The stakeholder register should include information such as influence, interest, expectations, attitudes, and potential impact. The project manager should use this information to develop tailored engagement approaches for the influential clinic managers.

6) A — The project sponsor

Domain: Project Management Fundamentals and Core Concepts

Topic: Project Roles and Responsibilities

Explanation: The project sponsor provides high-level support, strategic direction, and access to organizational funding. Major changes that affect business risk, funding, or strategic commitments generally require sponsor or governance-level approval rather than unilateral approval by the project manager.

7) A — Inspiring commitment

Domain: Project Management Fundamentals and Core Concepts

Topic: Stakeholder Management

Explanation: Leadership involves communicating purpose, motivating people, and building voluntary commitment. The project manager reduces resistance by helping stakeholders understand why the change matters rather than relying only on procedures or authority.

8) C — Acknowledge the emotions, reframe the issue, and agree on next steps

Domain: Project Management Fundamentals and Core Concepts

Topic: Communications Management

Explanation: Effective conflict management includes recognizing the emotional tension, redirecting attention from personal blame to the project problem, and establishing clear actions. This approach supports collaboration while preserving the project manager's authority and the team's trust.

9) C — Activate the assigned response owner according to the risk management plan

Domain: Project Management Fundamentals and Core Concepts

Topic: Risk Management

Explanation: When a predefined risk trigger occurs, the project manager should implement the planned response through the assigned risk owner. Following the approved risk management plan maintains governance and avoids unnecessary redesign of an already approved response.

10) A — Define the meeting's purpose and expected outcomes

Domain: Project Management Fundamentals and Core Concepts

Topic: Communications Management

Explanation: A productive meeting should have a clear purpose, expected decisions, defined outputs, and accountable action owners. Establishing these elements helps control the agenda, reduce unnecessary discussion, and make the meeting's effectiveness measurable.