CAPM®



Certified Associate in Project Management (CAPM)®

Examination Content Outline

Project Management Institute

PMI Certified Associate in Project Management (CAPM)®

Examination Content Outline

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INTRODUCTION

Project Management Institute (PMI) offers a professional certification known as the Certified Associate in Project Management (CAPM)® for individuals seeking to gain more responsibility or add project management skills to their current role. The CAPM® certification offers recognition to practitioners who are interested in, or just starting, a career in project management, as well as project team members who wish to demonstrate their project management knowledge. This certification indicates knowledge of common practices used by an associate-level project manager as outlined in the Examination Content Outline (ECO). PMI aligns its process with certification industry best practices, such as those found within *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Seventh Edition.

Individuals who contribute specialized skills to a project team can benefit from this certification by aligning their work with project managers. Individuals who do not have project experience but are interested in project management can also benefit from this certification by demonstrating their professional knowledge. This knowledge can be applied to on-the-job experiences that help develop competencies in the practice of project management. Individuals who carry the CAPM designation after their name enjoy a high level of credibility from Project Management Professional (PMP)® certification holders, project managers, employers, and peers.

You may have noticed a significant change in the ECO Domains and Tasks. PMI conducted a global practice analysis (GPA), which included both extensive market research and a job task analysis (JTA). The GPA identified a number of trends in the profession previously unaddressed in the current CAPM certification exam. These trends were used as inputs into the JTA and ensure the validity and relevance of the new CAPM examination. Validation assures that each examination measures the most critical and frequently performed elements of the project management profession in terms of real settings. PMI strives to ensure its certifications meet market needs and expectations as well as deliver value to both individuals and organizations.

The CAPM examination is the final step in earning this professional certification, thus it is imperative that the exam accurately reflects the practices of project team members. All the questions on the examination have been written and extensively reviewed by subject matter experts and can be found in a minimum of two references. These questions are mapped to the CAPM ECO to ensure that an appropriate number of questions are in place for valid examination.

PMI retained Alpine Testing Solutions to develop the global CAPM ECO. Alpine Testing Solutions provides psychometric, test development, and credential management solutions to credentialing and educational programs.

Finally, there are noticeable differences between this updated CAPM ECO and the PMBOK® Guide – Seventh Edition. While there are some commonalities, it is important to note that the volunteer taskforce involved in the GPA study described previously were not bound by the PMBOK® Guide. The taskforce members were charged with outlining critical job tasks of individuals at the entry and associate levels based on their experience and pertinent resources All exam questions were written and extensively reviewed by subject matter experts and can be found in a minimum of two references: *PMBOK® Guide – Seventh Edition, PMIstandards+™*, *The PMI Guide to Business Analysis (2017), Business Analysis for Practitioners: A Practice Guide (2015)*, *Agile Practice Guide (2017) The Project Management Answer Book (Second Addition),* and *Effective Project Management: Traditional, Agile, Extreme, Hybrid (8th Edition).* Reading each book on the reference list is not a requirement, but candidates may find it helpful to review them. This reference list is provided as a courtesy only and for the non-PMI publications on the list, PMI does not endorse such publication or warrant the accuracy of the information or opinions contained therein.

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EXAMINATION CONTENT OUTLINE

The following table identifies the proportion of questions from each domain that will appear on the examination.

Domain	Percentage of Items on Test
I. Project Management Fundamentals and Core Concepts	36%
II. Predictive, Plan-Based Methodologies	17%
III. Agile Frameworks/Methodologies	20%
IV. Business Analysis Frameworks	27%
Total	**100%**

Important note: The research conducted through the Job Task Analysis (JTA) validated that today's project team members work in a variety of project environments and utilize different project approaches. Accordingly, the CAPM certification will be reflective of this and will incorporate approaches across the value-delivery spectrum. The examination will test the skills that entry and associate level individuals need in order to understand project management fundamentals as well as predictive, adaptive, and business analysis principles. These approaches will be found throughout the four domain areas listed above and are not isolated to any particular domain or task. The exact number of items for each question type and approach may vary by form. Our scoring model is periodically reviewed by scoring experts to ensure valid assessment of knowledge and skills.

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DOMAINS AND TASKS

In this document you will find an updated structure for the CAPM Examination Content Outline. Based on feedback from customers and stakeholders, we have worked on simplifying the format so that the CAPM ECO is easier to understand and interpret.

On the following pages you will find the domains and tasks as defined by the JTA.

- **Domain:** Defined as the high-level knowledge area that is essential to the practice of project management.
- **Tasks:** The underlying responsibilities of the project team member within each domain area.
- **Enablers:** Illustrative examples of the work associated with the task. Please note that enablers are not meant to be an exhaustive list, but rather offer a few examples to help demonstrate what the task encompasses.

Each CAPM examination will include all tasks for a domain, and PMI will adhere to the percentage of coverage at the domain level as outlined on the previous page.

Below is an example of the new task structure:

Task statement → *Manage conflict*

Enablers
- Interpret the source and stage of the conflict
- Analyze the context for the conflict
- Evaluate/recommend/reconcile the appropriate conflict resolution

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Domain 1	**Project Management Fundamentals and Core Concepts** – 36%
Task 1	Demonstrate an understanding of the various project life cycles and processes. • Distinguish between a project, program, and a portfolio. • Distinguish between a project and operations. • Distinguish between predictive and adaptive approaches. • Distinguish between issues, risks, assumptions, and constraints. • Review/critique project scope. • Apply the project management code of ethics to scenarios (refer to *PMI Code of Ethics and Professional Conduct*). • Explain how a project can be a vehicle for change.
Task 2	Demonstrate an understanding of project management planning. • Describe the purpose and importance of cost, quality, risk, schedule, etc. • Distinguish between the different deliverables of a project management plan versus product management plan. • Distinguish differences between a milestone and a task duration. • Determine the number and type of resources in a project. • Use a risk register in a given situation. • Use a stakeholder register in a given situation. • Explain project closure and transitions.
Task 3	Demonstrate an understanding of project roles and responsibilities. • Compare and contrast the roles and responsibilities of project managers and project sponsors. • Compare and contrast the roles and responsibilities of the project team and the project sponsor. • Explain the importance of the role the project manager plays (e.g., initiator, negotiator, listener, coach, working member, and facilitator). • Explain the differences between leadership and management. • Explain emotional intelligence (EQ) and its impact on project management.
Task 4	Determine how to follow and execute planned strategies or frameworks (e.g., communication, risks, etc.). • Give examples of how it is appropriate to respond to a planned strategy or framework (e.g., communication, risk, etc.). • Explain project initiation and benefit planning.
Task 5	Demonstrate an understanding of common problem-solving tools and techniques. • Evaluate the effectiveness of a meeting. • Explain the purpose of focus groups, standup meetings, brainstorming, etc.

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Domain 2	Predictive, Plan-Based Methodologies – 17%
Task 1	Explain when it is appropriate to use a predictive, plan-based approach. • Identify the suitability of a predictive, plan-based approach for the organizational structure (e.g., virtual, colocation, matrix structure, hierarchical, etc.). • Determine the activities within each process. • Give examples of typical activities within each process. • Distinguish the differences between various project components.
Task 2	Demonstrate an understanding of a project management plan schedule. • Apply critical path methods. • Calculate schedule variance. • Explain work breakdown structures (WBS). • Explain work packages. • Apply a quality management plan. • Apply an integration management plan.
Task 3	Determine how to document project controls of predictive, plan-based projects. • Identify artifacts that are used in predictive, plan-based projects. • Calculate cost and schedule variances.

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Domain 3	Agile Frameworks/Methodologies – 20%
Task 1	Explain when it is appropriate to use an adaptive approach. • Compare the pros and cons of adaptive and predictive, plan-based projects. • Identify the suitability of adaptive approaches for the organizational structure (e.g., virtual, colocation, matrix structure, hierarchical, etc.). • Identify organizational process assets and environmental factors that facilitate the use of adaptive approaches.
Task 2	Determine how to plan project iterations. • Distinguish the logical units of iterations. • Interpret the pros and cons of the iteration. • Translate this WBS to an adaptive iteration. • Determine inputs for scope. • Explain the importance of adaptive project tracking versus predictive, plan-based tracking.
Task 3	Determine how to document project controls for an adaptive project. • Identify artifacts that are used in adaptive projects.
Task 4	Explain the components of an adaptive plan. • Distinguish between the components of different adaptive methodologies (e.g., Scrum, Extreme Programming (XP), Scaled Adaptive Framework (SAFe®), Kanban, etc.).
Task 5	Determine how to prepare and execute task management steps. • Interpret success criteria of an adaptive project management task. • Prioritize tasks in adaptive project management.

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Domain 4	**Business Analysis Frameworks** – 27%
Task 1	Demonstrate an understanding of business analysis (BA) roles and responsibilities. • Distinguish between stakeholder roles (e.g., process owner, process manager, product manager, product owner, etc.). • Outline the need for roles and responsibilities (Why do you need to identify stakeholders in the first place?). • Differentiate between internal and external roles.
Task 2	Determine how to conduct stakeholder communication. • Recommend the most appropriate communication channel/tool (e.g., reporting, presentation, etc.). • Demonstrate why communication is important for a business analyst between various teams (features, requirements, etc.).
Task 3	Determine how to gather requirements. • Match tools to scenarios (e.g., user stories, use cases, etc.). • Identify the requirements gathering approach for a situation (e.g., conduct stakeholder interviews, surveys, workshops, lessons learned, etc.). • Explain a requirements traceability matrix/product backlog.
Task 4	Demonstrate an understanding of product roadmaps. • Explain the application of a product roadmap. • Determine which components go to which releases.
Task 5	Determine how project methodologies influence business analysis processes. • Determine the role of a business analyst in adaptive and/or predictive, plan-based approaches.
Task 6	Validate requirements through product delivery. • Define acceptance criteria (the action of defining changes based on the situation). • Determine if a project/product is ready for delivery based on a requirements traceability matrix/product backlog.

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CAPM Application and Payment

CAPM Eligibility Requirements

To be eligible for the CAPM certification, you need a high school diploma or global equivalent and must meet the project management education requirement.

Educational Background		Project Management Education
Secondary diploma (high school diploma/global equivalent)	**AND**	23 contact hours of formal education

How to Record Your Education on the Application

Use the project management education section of the online application to record your project management education.

When you choose to record 23 contact hours of specific instruction that addressed learning objectives in project management, you must record all education hours regardless of when they were accrued. **The coursework must be completed at the time of your examination.**

The course hours may include content on project quality, scope, time, cost, resources, communications, risk, procurement, and integration management.

You can satisfy the education requirements by demonstrating the successful completion of courses, workshops, and training sessions offered by one or more of the following types of education providers:

- PMI Authorized Training Partners (ATPs)
- PMI chapters*
- Employer/company-sponsored programs
- Training companies or consultants (e.g., training schools)
- Distance-learning companies, including an end-of-course assessment
- University/college academic and continuing education programs

The following education does not satisfy the education requirements:

- PMI chapter meetings*
- Self-directed learning (e.g., reading books, watching instructional videos, or sessions with coaches or mentors)

**If at least 1 hour of a chapter meeting is spent conducting a learning activity, the hour(s) spent in that activity can be counted toward the educational eligibility requirement.*

Application Processing

PMI strives to process applications in a timely manner. Applications will be processed in 24 hours or less. This processing time line does not apply if your application has been selected for PMI's audit process (refer to the PMI Audit Process section in the handbook for more details).

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CAPM Certification Fees

The proper fees for payment are determined by your PMI membership status. The PMI membership rate will apply only if you are a member of PMI in good standing at the time you submit payment for the certification. If you apply for membership right before you apply for the certification, make sure you receive confirmation of your membership before you pay for the certification. If your membership has not been completely processed before you pay for the certification exam, you will be charged the nonmember rate. If PMI membership is obtained after you submit payment for the certification, PMI will not refund the difference.

You are granted a 1-year eligibility period in which to pass the examination. During the eligibility period, you may take the examination up to three times, as candidates do not always pass the examination on their first attempt.

If you need to retake the exam, and your eligibility period is still current, you may do so for a discount subject to regional and membership pricing rules. Additionally, once an examination date is confirmed and scheduled, you may be subject to cancellation or no-show fees.

Once scores are received, you may request a manual score if your original test was delivered using paper-based administration instead of online. The fee for a manual rescore is US$45.

Lastly, renewing your CAPM certification requires a payment based on regional and membership pricing rules.

We currently support U.S. dollar, euro, Brazilian real (BRL), and Indian rupee (INR) currencies.

PMI accepts the following payment methods of credit cards and wire transfers.

Please note that reexamination fees are waived for candidates who have had their exam scores invalidated solely due to data forensics evidence.

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CAPM Examination Information

The CAPM examination is comprised of 150 multiple-choice questions. Of the 150 questions, 15 are considered pretest questions. Pretest questions do not affect the score and are used in examinations as an effective and legitimate way to test the validity of future examination questions. All questions are placed throughout the examination randomly.

No. of Scored Questions	No. of Pretest (Unscored) Questions	Total Examination Questions
135	**15**	**150**

The allotted time to complete the CAPM examination is **3 hours.**

Allotted Examination Time
3 hours

It may take some certification candidates less than the allotted 3 hours to complete the examination.

For the CAPM exam, there is now a 10-minute break in the exam. The break will appear after completion of questions 1–75 and you have reviewed all your answers. Please note, once you review your responses and start your break, you will not be able to return to the questions from the previous exam section.

The examination is preceded by a tutorial and followed by a survey, both of which are optional, and take 5–15 minutes to complete. The time used to complete the tutorial and survey is not included in the examination time of 3 hours.

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Retaking the Exam

If you do not pass the exam on your first attempt, we encourage you to continue studying and then retake the exam. You may take the examination up to three times within your 1-year eligibility period. After three attempts, you must wait 1 year from the date of the last examination before you can reapply for the certification. This policy is designed to uphold exam security and reduce overexposure of examination questions to individual candidates. However, during this year you are welcome to apply for any other PMI certification.

If your 1-year eligibility period expires without passing the examination, you must reapply for the certification.

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