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1. You are managing a construction project for a new community center. As you begin the Plan Quality Management process, which document is a key input you should consider?

- A. Project schedule
- B. Risk register
- C. Resource requirements
- D. Project management plan

2. The logistics coordinator for a virtual team event has received approval from all team leads to proceed with the new event plan. What is the next action the logistics coordinator should take?

- A. Seek further approval from additional stakeholders
- B. Update event plan documentation and communicate updates
- C. Evaluate requirements again
- D. Begin arranging logistics

3. You are leading a planning meeting for your startup's new mobile app. The team is undecided on how much effort it will take to integrate an augmented reality (AR) feature, as they have never worked with AR technology before. What is your best course of action to address this uncertainty?

- A. Estimate integration time based on other technologies they know
- B. Allocate time for a research phase to explore AR integration
- C. Remove the AR feature from the app's scope
- D. Assign story points based on intuition

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4. Bill is enhancing the DevOps practices within his organization. Which of the following practices best align with the DevOps philosophy and are inspired by Extreme Programming (XP)?

- A. Continuous integration, automated testing, pair programming, refactoring, and test-driven development
- B. Product management, release planning, user stories, and backlog refinement
- C. Kanban boards, work-in-progress limits, visualizing workflow, and daily stand-ups
- D. Waterfall model, scope definition, Gantt chart development, and completion tracking

5. Alex is managing a marketing campaign which is at its midpoint when a team member recommends a new approach to enhance engagement. This approach involves a change that includes extending research activities and utilizing different ad techniques. The team member suggests updating the scope and timeline to incorporate these tasks. Alex evaluates the impact on cost and schedule and drafts a change request, which the campaign steering committee approves. What should Alex do next?

Task	Current Duration (days)	Suggested Duration (days)	Research	Market Trends	10	15	Design	Ad		
Content	20	20	Deploy	Campaign	5	5	Monitor	Performance	5	5

- A. Determine the impact of the change on scope, schedule, and cost before implementation
- B. Implement the change
- C. Update the campaign strategy document
- D. Update the scope and schedule baselines to reflect the approved change before implementing it

6. A non-profit organization is managing an international conference project. The total budget authorized for this project is \$300,000 and the project duration is 100 days. Work progress is distributed evenly over the schedule timeline. By day 25, the actual work completed is 15%. What is the Actual Cost (AC) incurred by day 25?

- A. \$300,000
- B. 25
- C. \$45,000
- D. \$75,000

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7. A project manager notices that a key stakeholder has not been responsive to the project updates shared via email. The delays in feedback are affecting the achievement of a critical milestone. What should the project manager do to resolve this issue efficiently?

- A. Schedule an in-person meeting with the stakeholder
- B. Remove the stakeholder from the communication loop
- C. Wait for the stakeholder to respond at their convenience
- D. Continue with the project without stakeholder input

8. As part of a construction project, the project manager analyzes various factors affecting operational costs. The manager calculates the Final Cost Impact (FCI) using the following data. Calculate FCI and determine the budget status at completion. Analysis Factor Estimated Operational Cost (EOC) Actual Operational Cost (AOC) Material Cost Escalation \$105,000\$ \$112,000\$ Labor Cost Variability \$90,000\$ \$95,700\$

- A. The project is on track to meet the planned budget
- B. The project will finish under budget by \$10,000
- C. The project schedule will influence the results more than costs
- D. The project is currently expected to be over budget when completed

9. John is managing a digital marketing campaign and encounters a critical issue that halts further progress in the workflow. This issue is commonly referred to as a/an:

- A. Concern
- B. Obstruction
- C. Impediment
- D. Obstacle

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10. In preparation for a new product launch, your marketing team faces the challenge of highlighting the most innovative strategies. A team member suggests a brainstorming approach involving confidential individual idea generation, collecting ideas anonymously, followed by group discussion, and finally privately ranking the favored strategies. Which of the following techniques best aligns with the suggested approach?

- A. Nominal group technique
- B. Mind mapping
- C. Delphi method
- D. SWOT analysis



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11. The project manager calculates the Cost Performance Index (CPI) for a new infrastructure project and finds that the result is 1.15. What does this tell the project manager?

- A. The project is exceeding its budget by 15 percent
- B. The project has only completed 15 percent of its planned work
- C. The project expects a 15 percent increase in future costs
- D. The project is operating at 115 percent budget efficiency and is under budget

12. You are in charge of a construction project aimed at building a public park. The initial budget is \$800,000. Currently, you've spent \$650,000, though according to your project plan, you should have spent \$700,000 by now. The schedule shows that the project is on time. Calculate the CV and explain what it signifies for this project.

- A. \$800,000 - the project's CV is neutral and on planned cost
- B. \$700,000 - the project's CV is positive and under planned cost
- C. \$50,000 - the project's CV is positive and under planned cost
- D. -\$50,000 - the project's CV is negative and over planned cost

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13. A manager in an office setting prioritizes creating a safe and supportive environment, encouraging team members to innovate and develop professionally. Which leadership style does this best represent?

- A. Charismatic
- B. Laissez-faire
- C. Servant leader
- D. Transformational

14. The project manager announced that the team's holiday bonuses might be withheld if they do not meet their project deadlines. Which type of project manager power is being utilized?

- A. Punitive or coercive
- B. Expert
- C. Reward-oriented
- D. Positional



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15. You are leading a construction project where new project management software is being implemented. This transition is expected to streamline processes but requires the adjustment of team roles and responsibilities. What is your NEXT step as the project manager to facilitate this transition?

- A. Hold individual meetings to train each team member separately
- B. Increase monitoring to catch issues early
- C. Facilitate a team discussion to align on the objectives of the new software
- D. Request an external consultant to oversee the transition

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16. A construction company is progressing well with various project phases. However, the painting phase has been consistently causing project delays. Analyze the timeline to determine which factor most contributes to delaying the project completion. Phase Weeks to Complete Current Delay Foundation 2 1 Framing 3 0 Painting 4 3 Finishing 2 0

- A. Bottleneck
- B. Schedule Optimization
- C. Resource Allocation
- D. Quality Control

17. The project manager organizes a series of cross-departmental workshops designed to foster collaboration among employees from various departments to develop a new product prototype. At which stage of the Tuckman ladder is the team most likely located during these workshops?

- A. Adjourning
- B. Forming
- C. Storming
- D. Norming

18. During a project review session, Carlos pays close attention to his client's feedback. He asks clarifying questions and repeats some points back to the client to ensure his understanding is correct. What communication skill is Carlos demonstrating?

- A. Active listening
- B. Selective hearing
- C. Empathetic engagement
- D. Reflective thought



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19. You are working as a project coordinator and find yourself receiving directions from both the project manager and the marketing manager. This has caused some confusion about prioritizing tasks, resulting in project delays. Which organizational structure is most likely causing these conflicting directions?

- A. Matrix - strong
- B. Matrix - balanced
- C. Functional
- D. Matrix - weak

20. Amy is a project manager for a software development team and has observed a decline in productivity due to missed project deadlines. During sprint planning sessions, several team members seem distracted and disengaged. What is the best course of action for Amy to take?

- A. Replace sprint planning meetings with emails
- B. Reschedule the meetings to later in the day
- C. Assign blame for missed deadlines during meetings
- D. Coach the team on the importance and objectives of sprint planning sessions

21. You are a project manager at a manufacturing plant aiming to improve production efficiency by minimizing waste. You've asked your team to suggest methods for improving the processes. Based on the data below, which method is associated with continuous, incremental improvements?

- A. Lean Manufacturing
- B. Six Sigma
- C. Benchmarking
- D. Kaizen

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22. An automotive company is in the process of launching a new electric vehicle model. Midway through development, a new government safety regulation requires them to update the braking software for enhanced safety features. The project team needs to adjust their plans based on this change. What should they update to reflect these new requirements?

- A. Quality management plan
- B. Backlog
- C. Risk register
- D. Stakeholder register

23. Lucas is managing a project for a sustainable energy company. He is finalizing the project closure report and needs to assess the effectiveness of stakeholder engagement and the project's long-term benefits. What is the best document for Lucas to review?

- A. Project reports
- B. Business documents
- C. Review the stakeholder engagement plan
- D. Review the risk management plan

24. Sandra is tasked with developing a procurement management plan for a new project. She is considering factors such as supplier selection criteria and contract types. What additional factors should Sandra include in the procurement management plan?

- A. Internal team communication hierarchy and media selection
- B. Stakeholder feedback methods and change request processes
- C. Regulatory compliance factors, risk management, and potential contract conflicts
- D. Project timeline compression strategies and budget reallocation

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25. Ana is managing a traditional project using the Waterfall approach. The project sponsor requests more frequent updates on the project's overall timeline and any potential delays. What is Ana's best course of action?

- A. Capture the information in the risk management plan
- B. Provide regular status reports at agreed intervals
- C. Schedule daily stand-up meetings
- D. Perform a sprint review at the end of each phase



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26. During a stakeholder meeting, Susan outlines various scenarios that could trigger the initiation of a project according to company guidelines. These scenarios include a regulatory requirement, an improvement opportunity, and a sustainability initiative. What would not be a valid trigger to initiate a project?

- A. Regulatory requirement
- B. Improvement opportunity
- C. Sustainability initiative
- D. Employee training program

27. A construction company is considering switching from manual scheduling to an automated project management tool. You are tasked with leading this change. Stakeholders express concerns about implementing the new system. What should you do first?

- A. Hold a voting conference
- B. Develop the project scope baseline
- C. Conduct a needs assessment
- D. Conduct a kickoff meeting

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28. During a Scrum project, the product owner invites all relevant stakeholders to a session where the latest product increment is demonstrated and feedback is collected to ensure the product is on the right track. What type of meeting is this?

- A. Sprint retrospective
- B. Sprint review meeting
- C. Sprint planning
- D. Daily Scrum meeting

29. An e-commerce platform is rolling out a new AI-powered recommendation system. The initial release will focus solely on basic product suggestions for first-time users, gathering feedback for future improvements. Which of the following best describes this initial release?

- A. Minimum viable product (MVP)
- B. Incremental Development
- C. Feedback Mechanism
- D. Agile Release



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30. A project team is tasked with launching a new product under a non-negotiable deadline. The team discovers that new safety regulations have been issued by regulatory authorities. The marketing team suggests last-minute upgrades to enhance user experience, and two key engineers need immediate leave. Which of the following should the project manager prioritize to ensure project success?

- A. Hire temporary replacements for the engineers on leave
- B. None, all issues would have been planned for already
- C. Ensure the new product adheres to the updated safety regulations
- D. Implement last-minute user experience upgrades proposed by the marketing team



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Answer Key & Explanations

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1. D — Project management plan

Answer: Project management plan The project management plan is a key input for the Plan Quality Management process because it provides an overarching framework and contains other subsidiary plans that are necessary for developing the quality management processes. While the project schedule, risk register, and resource requirements are all valuable documents, they are not the primary frameworks necessary when initiating the Plan Quality Management process.

2. B — Update event plan documentation and communicate updates

Answer: Update event plan documentation and communicate updates After obtaining approval for the new event plan, the next step is to ensure all relevant documents and the event plan are updated. This ensures transparency and alignment among all stakeholders before proceeding to the execution phase. This step is crucial to prevent misunderstandings and to secure commitment from all parties involved in the event process.

3. B — Allocate time for a research phase to explore AR integration

Allocating time for a research phase or a spike allows the team to understand AR technology better, leading to more accurate estimates and informed decisions.

4. A — Continuous integration, automated testing, pair programming, refactoring, and test-driven development

Answer: Continuous integration, automated testing, pair programming, refactoring, and test-driven development These practices are core elements of both DevOps and XP, focusing on automation and collaboration. All other answer options are incorrect as they do not align with key practices of XP or DevOps.

5. D — Update the scope and schedule baselines to reflect the approved change before implementing it

Answer: Update the scope and schedule baselines to reflect the approved change before implementing it. The correct approach is to update the baselines before implementing any changes. This practice ensures that the campaign is tracked against the new scope and schedule, not former benchmarks. Assessing the impact of the change before implementation has already been completed. Implementing the change prior to baseline updates risks tracking with incorrect data. Updating the campaign strategy document is unnecessary without broader strategic shifts.

6. C — \$45,000

The Actual Cost (AC) is calculated as the cost spent to complete work during a specific period. By day 25, they have completed 15% of the work as planned. Since the budget is evenly distributed, the AC is calculated as: $\$300,000 \times 0.15 = 45,000$ \$. Therefore, the AC on day 25 is \$45,000.

7. A — Schedule an in-person meeting with the stakeholder

The project manager should directly engage with the stakeholder by scheduling an in-person meeting to address the communication gap and ensure the stakeholder understands their critical role in providing timely input for the project's success.



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**8. D — The project is currently expected to be over budget when completed**

The Final Cost Impact (FCI) is calculated as $FCI = EOC - AOC$: $\$FCI = 105,000 - 112,000 + 90,000 - 95,700 = -12,700$ The negative FCI indicates that the project is currently expected to be over budget when completed.

9. C — Impediment

Answer: Impediment In project management, particularly in adaptive and Agile methods, an impediment is a critical issue that hinders progress. Identifying such impediments is key to maintaining workflow efficiency.

10. A — Nominal group technique

The correct answer is 'Nominal group technique'. This technique is useful in structured brainstorming where individuals generate ideas anonymously, which are then combined and discussed openly, before everyone votes privately on the ideas.

11. D — The project is operating at 115 percent budget efficiency and is under budget

Answer: The project is operating at 115 percent budget efficiency and is under budget The Cost Performance Index (CPI) is a measure of cost efficiency expressed as the ratio of earned value to actual cost. The formula to calculate CPI is: $CPI = \frac{EV}{AC}$ Interpretations: $CPI > 1$ means the project is under budget $CPI = 1$ means the project is on budget $CPI < 1$ means the project is over budget A CPI of 1.15 indicates that for every dollar spent, the project is earning \$1.15 worth of value, thus it is under budget.

12. C — \$50,000 - the project's CV is positive and under planned cost

Answer: \$50,000 - the project's CV is positive and under planned cost CV (Cost Variance) = EV (Earned Value) - AC (Actual Cost) $\$50,000 = \$700,000 - \$650,000$ Since the CV is a positive figure, it means that the project is performing under the planned cost. The planned cost for activities thus far is \$700,000, but only \$650,000 has been spent to complete them, leaving a cost variance of \$50,000.

13. C — Servant leader

Answer: Servant leader The servant leadership style focuses on the growth and well-being of teams and communities. It emphasizes creating a supportive environment and prioritizing the needs and development of team members. Transformational leaders inspire and motivate through vision and idealized influence. Charismatic leaders are known for their ability to inspire and energize teams through enthusiasm and confidence. Laissez-faire leaders take a hands-off approach, allowing team members to make decisions independently.

14. A — Punitive or coercive

Answer: Punitive or coercive Punitive or coercive power is demonstrated when a project manager uses the potential for penalties to influence team behavior, such as withholding bonuses for unmet deadlines. Expert power is derived from knowledge or expertise. Reward-oriented power involves offering incentives. Positional power is based on the project manager's role or authority within the organization.

15. C — Facilitate a team discussion to align on the objectives of the new software

The correct answer is to facilitate a team discussion to align on the objectives of the new software. A successful transition involves creating a shared purpose and engaging the team collectively, rather than prioritizing isolated training or external oversight. While external consultants or increased monitoring may provide support, aligning the team on common objectives ensures commitment and a unified approach to integrating new technologies.



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16. A — Bottleneck

Answer: Bottleneck. The painting phase is the bottleneck in this scenario, as its completion time and associated delay significantly impede the project timeline.

17. D — Norming

In the Norming stage, team members begin to understand each other's roles and collaborate effectively, as depicted by the cross-departmental workshops. The Adjourning stage involves finalizing a project, while the Forming stage is the initial team setup. The Storming stage is characterized by conflicts as the team starts working through its approach.

18. A — Active listening

Answer: Active listening Active listening involves not only hearing what the stakeholder says but also confirming understanding through questions and feedback. This approach enhances effective communication and clarity within project management.

19. B — Matrix - balanced

A matrix - balanced structure allows employees to receive instructions from both project and functional managers, reflecting the situation where the project coordinator is confused by directions from both the project manager and the marketing manager. In a functional organization, there is a clear hierarchy and the project coordinator would only receive directions from the project manager. A weak matrix resembles a functional organization with the project manager having less authority. In a strong matrix, the project manager has more authority, reducing conflicts arising from dual reporting lines.

20. D — Coach the team on the importance and objectives of sprint planning sessions

Answer: Coach the team on the importance and objectives of sprint planning sessions This option involves teaching team members about the vital role of sprint planning in managing project timelines and productivity. Effective sprint planning helps align the team with project goals, ensuring each member knows their responsibilities and deadlines.

21. D — Kaizen

Kaizen is a method focused on continuous improvement applied through small, incremental changes facilitating ongoing refinement of processes. It ensures that efficiency gains are consistent and sustainable within production settings.

22. B — Backlog

Backlog is the correct answer because it's the ordered list of work items that need to be completed, which will be adjusted due to the new safety regulations requiring updates to the braking software. Risk register is incorrect because it identifies risks, not tasks. Stakeholder register is incorrect as it involves tracking stakeholder communication, not project tasks. Quality management plan outlines the quality standards but is separate from the list of tasks to be completed.

23. B — Business documents

Correct Answer: Business documents Business documents, such as the benefits management plan, include information on both stakeholder engagement effectiveness and the long-term benefits of the project. These insights are essential for assessing how well the project has met its strategic objectives.

24. C — Regulatory compliance factors, risk management, and potential contract conflicts

Answer: Regulatory compliance factors, risk management, and potential contract conflicts These factors are



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crucial in procurement management to ensure that all contractual obligations are met, risks are anticipated and mitigated, and compliance with regulations is maintained. While supplier selection and contract types are initial considerations, addressing these additional elements is key to a comprehensive procurement management plan.

25. B — Provide regular status reports at agreed intervals

Providing regular status reports is an appropriate action within Waterfall projects to keep stakeholders informed. This practice allows for periodic update and review of the project's progress and any potential issues.

26. D — Employee training program

Projects are initiated based on triggers like regulatory requirements, improvement opportunities, and sustainability initiatives. An employee training program, while beneficial, is typically not a standalone trigger for project initiation.

27. C — Conduct a needs assessment

Answer: Conduct a needs assessment A needs assessment involves understanding the company's goals, objectives, and the potential impact of the automation tool. It is generally the first step toward making informed decisions about project initiation.

28. B — Sprint review meeting

Answer: Sprint review meeting. In a Scrum framework, the Sprint Review meeting is held at the end of each sprint, where the team presents the product increments to stakeholders for feedback and future planning.

29. A — Minimum viable product (MVP)

Answer: Minimum viable product (MVP) An MVP allows companies to release a product with core features to a specific user segment, such as first-time users, to gather feedback for enhancing future versions. This method ensures that developers gather the essential insights needed for further improvements, akin to the approach taken by the e-commerce platform. Incremental Development describes the overall project work setup but does not specify the initial release strategy. Feedback Mechanism focuses on one aspect of MVP but does not encapsulate the total strategy of the initial release. Agile Release is too broad and does not capture the emphasis on minimum features with a focus on feedback collection.

30. C — Ensure the new product adheres to the updated safety regulations

Answer: Ensure the new product adheres to the updated safety regulations In this scenario, compliance with safety regulations is crucial as it directly affects the product launch approval. Prioritizing these regulations is essential over any potential enhancements or personnel changes. Implementation of upgrades without regulatory compliance may result in launch delays, and while personnel changes can impact workload, they do not hinder regulatory compliance.



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