



# Project Management Study Guide

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## Practice Questions

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**1. What outcomes can be expected if a project manager invests significant time in identifying stakeholders during the project initiation phase?**

- A. Improved communication with stakeholders
- B. Increased stakeholder engagement
- C. Reduced resistance to project changes
- D. All answers shown above are correct

**2. What is the primary objective of a Project Charter?**

- A. To identify potential risks and how they will be managed.
- B. To establish a legally binding agreement between the buyer and seller.
- C. To formally authorize a project or a phase and document initial requirements that satisfy the stakeholder's needs.
- D. To provide a detailed breakdown of the scope and deliverables.

**3. Which project initiation document is most effective for precisely outlining the project's objectives and constraints?**

- A. Project Schedule
- B. Project Charter
- C. Risk Management Plan
- D. Resource Allocation Matrix

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**4. In the context of a construction project, which document is typically used to outline the initial roles and responsibilities of the stakeholders?**

- A. Memorandum of Understanding
- B. Architectural Plan
- C. Project Specification
- D. Bill of Quantities



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**5. Match the following project parameters to their appropriate project initiation document. Parameter Document Obligations and Deliverables Project Authorization Project Goals Preliminary Agreement**

- A. Obligations and Deliverables - Project Charter; Project Authorization - Letter of Intent; Project Goals - Statement of Work; Preliminary Agreement - Statement of Requirements
- B. Obligations and Deliverables - Statement of Requirements; Project Authorization - Statement of Work; Project Goals - Letter of Intent; Preliminary Agreement - Project Charter
- C. Obligations and Deliverables - Letter of Intent; Project Authorization - Statement of Requirements; Project Goals - Project Charter; Preliminary Agreement - Statement of Work
- D. Obligations and Deliverables - Statement of Work; Project Authorization - Project Charter; Project Goals - Statement of Requirements; Preliminary Agreement - Letter of Intent

**6. A software development team has completed the project charter and preliminary scope statement. They are preparing to advance the project further. Determine to which phase they should send these documents for approval.**

- A. closing phase
- B. monitoring phase
- C. planning phase
- D. executing phase

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**7. When initiating the project for a new software launch, the project manager must ensure \_\_\_\_\_.**

- A. software licenses are purchased immediately
- B. detailed scheduling of resources is completed
- C. all team roles are permanently assigned during initiation
- D. All key elements of project initiation are addressed.

**8. Risk assessment should be conducted at what stages during a project?**

- A. At the end of the project
- B. Only during the planning phase
- C. Continuously throughout the project
- D. Only during project initiation



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**9. In a website development project, how does the relationship between the design phase and its associated tasks ensure successful project completion?**

- A. Tasks and phases are unrelated in project management.
- B. The design phase is completed through several tasks that result in the website's visual blueprint.
- C. Tasks and phases are interchangeable terms.
- D. Phases are made up of deliverables, not tasks.

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**10. In an event management project for a corporate conference, which of the following would be classified as a key deliverable? Deliverable Description Finalized agenda Includes time slots and topics to be covered. Keynote speaker contracts Signed agreements with all keynote speakers. Booked venue Confirmed event space with all required facilities. Registration of participants At least 200 participants registered.**

- A. Any crucial item, tangible or intangible, necessary for the successful execution of the conference.
- B. Signed keynote speaker contracts.
- C. A confirmed venue booking.
- D. A completed event agenda.

**11. How does the completion of all critical tasks affect the project's deadline?**

- A. When the first critical task is complete, the project is expected to meet its deadline.
- B. When most critical tasks are complete, the project is expected to meet its deadline.
- C. When all critical tasks are complete, the project might meet its deadline.
- D. When all critical tasks are complete, the project is expected to meet its deadline.

**12. What is the first decision that needs to be made when planning a food festival?**

- A. Scheduling the event dates.
- B. Arranging logistics for festival setup.
- C. The primary theme of the festival.
- D. Selecting vendors for the event.

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**13. During the initial planning phase of a corporate IT infrastructure overhaul project, what is considered the project's primary objective?**

- A. To establish a team for hardware support.
- B. To implement a more efficient and secure IT system.
- C. To perform software updates on all existing systems.
- D. To identify the largest network issue.

**14. During the scope definition phase of a project, which of the following activities is most commonly overlooked by project managers?**

- A. Stakeholder engagement
- B. Defining project deliverables
- C. Creating a project charter
- D. Setting timelines

**15. During project initiation, what does 'alignment' best refer to?**

- A. Scheduling project milestones to adhere to timelines.
- B. Gathering initial project resources.
- C. Conducting a risk assessment.
- D. Synchronizing stakeholder expectations with project objectives.

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**16. In project initiation, which phase involves evaluating project risks and constraints?**

- A. Budget planning phase.
- B. Project goals definition phase.
- C. Risk evaluation phase.
- D. Stakeholder analysis phase.

**17. After you have completed a survey report and analyzed the needs and expectations of your project stakeholders, what is the immediate next step?**

- A. Project Review
- B. Action Planning
- C. Feedback Collection
- D. Stakeholder Reassessment



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**18. After analyzing data from a recently implemented stakeholder engagement plan, what conclusion can be drawn about its effectiveness in meeting the project goals? Metric Before Implementation After Implementation Stakeholder Satisfaction Level (%) 70 85 Project Issues Reported 15 5 Project Goal Achievement (%) 60 90**

- A. The plan was effective as it increased stakeholder satisfaction and project goal achievement while reducing issues.
- B. The plan was not effective as the project goal achievement remained the same.
- C. The plan was effective, although it increased the number of reported project issues.
- D. The plan only helped in stakeholder satisfaction but did not impact project goals.

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**19. Suppose you are managing a project and must categorize stakeholders by their influence and interest levels. Given the following classifications, determine which type is most critical for you to address to ensure effective project outcomes. Consider the information from the table below. Stakeholder Type Power Level Interest Level Dormant High Low Latent High High Active Moderate High Definitive High High**

- A. Dormant
- B. Latent
- C. Active
- D. Definitive

**20. Which of the following items is NOT typically required during the budget planning phase of a new construction project?**

- A. Allocation of funds for contingency planning to cover unexpected expenses.
- B. Assessment of labor costs considering local wage standards.
- C. Calculation of project duration to align with budget allocations.
- D. Approval from local tourism boards assessing project impact on regional visitor numbers.

**21. Which stages are crucial for developing an effective workflow for a project team managing remote work across different time zones?**

- A. Planning and initiation, input, tools, techniques and output
- B. Identify key personnel, allocate resources, create schedules, distribute tasks, evaluate progress
- C. Idea development, strategy formation, risk analysis, implementation, closure
- D. Team selection, training, process documentation, execution, retrospective



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**22. Which of the following is NOT a major tool to be used for stakeholder engagement in a project management plan?**

- A. Focus groups
- B. Public meetings
- C. Online forums
- D. Interactive workshops

**23. Why is having a well-defined project scope crucial in project management?**

- A. A well-defined project scope guarantees that project risks are entirely eliminated.
- B. A well-defined project scope allows for the modification of objectives as the project progresses.
- C. A well-defined project scope ensures that all stakeholders have a clear understanding of deliverables, thus helping to manage expectations and avoid scope creep.
- D. A well-defined project scope helps in choosing the correct team members based on their skills and past performance.

**24. A project charter might include \_\_\_\_\_.**

- A. key stakeholders
- B. All answers are correct.
- C. project vision
- D. scope statements

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**25. Stakeholders in a project may \_\_\_\_\_.**

- A. Influence requirements throughout the project's life
- B. Be completely uninvolved once the project is initiated
- C. Only provide feedback at the project's conclusion
- D. Have no impact on the project's success



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**26. Alex is a project manager. He uses a responsibility assignment matrix to help him manage stakeholders and team members by determining \_\_\_\_\_.**

- A. Who needs to be consulted during project stages
- B. Who should be informed about project progress and changes
- C. All answers are correct.
- D. Who is responsible for specific project tasks

**27. In the initiation phase of an urban development project, key stakeholders can be \_\_\_\_\_.**

- A. Only local businesses
- B. Primary or secondary
- C. Neither primary nor secondary
- D. Only municipal authorities

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**28. Who among the following would be considered a key stakeholder in a community redevelopment project?**

- A. Local residents who live in the area being redeveloped
- B. A local news reporter covering the redevelopment project
- C. A construction company seeking new business opportunities
- D. Tourists visiting attractions in a nearby city

**29. In the context of project initiation, a risk management plan typically includes procedures to \_\_\_\_\_. Choose one or more correct answers from the options below.**

- A. Identify potential project risks
- B. Assess the potential impact and likelihood of risks
- C. Develop and communicate risk mitigation strategies
- D. All answers are correct.

**30. In planning stakeholder engagement, who should be your main focus to tailor your engagement strategy effectively? Use the table below to help identify the key stakeholder groups. Stakeholder Interest Level Influence Level Project Sponsor High High Regulatory Body Medium High End Users High Low Suppliers Medium Medium**

- A. Project Sponsor
- B. Regulatory Body
- C. End Users
- D. Suppliers



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## Answer Key & Explanations

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### 1. D — All answers shown above are correct

Investing time in stakeholder identification helps project managers to enhance communication, engage stakeholders more effectively, and reduce resistance to changes, thereby contributing to the project's overall success.

### 2. C — To formally authorize a project or a phase and document initial requirements that satisfy the stakeholder's needs.

The Project Charter is a formal document that signifies the start of a project. It outlines the objectives, identifies the main stakeholders, and provides the project manager with the authority to use organizational resources for the project.

### 3. B — Project Charter

A Project Charter provides a high-level overview of project objectives and constraints, serving as a foundational document that guides all aspects of the project. Its role is crucial in aligning stakeholder expectations and providing direction from the project's onset.

### 4. A — Memorandum of Understanding

A Memorandum of Understanding (MOU) is often used at the commencement of a project to establish the initial roles and responsibilities of each stakeholder involved.

### 5. D — Obligations and Deliverables - Statement of Work; Project Authorization - Project Charter; Project Goals - Statement of Requirements; Preliminary Agreement - Letter of Intent

The correct matches are based on the key roles of each document in the project initiation phase. The 'Obligations and Deliverables' are captured in the Statement of Work. The 'Project Authorization' is established through the Project Charter. 'Project Goals' are typically outlined in the Statement of Requirements. A 'Preliminary Agreement' often takes the form of a Letter of Intent.

### 6. C — planning phase

In project management, the completion and approval of the project charter and preliminary scope statement are tasks associated with the initiation phase. Once approved, the project proceeds to the planning phase, where detailed plans are developed.

### 7. D — All key elements of project initiation are addressed.

During the project initiation phase for a software launch, it's crucial to cover all key elements such as justification, authorization, and resource allocation. While detailed scheduling and permanent role assignments are important, they are typically refined in later stages of project planning.

### 8. C — Continuously throughout the project

Risk assessment is a vital ongoing task in project management. New risks can arise at any point, and reassessing known risks can lead to better decision-making and project outcomes. Therefore, risk assessment should be conducted continuously throughout the project lifecycle.



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**9. B — The design phase is completed through several tasks that result in the website's visual blueprint.**

In project management, phases like the design phase are constituted by specific tasks that, when completed, achieve the intended deliverable. Here, the deliverable is the website's visual blueprint.

**10. A — Any crucial item, tangible or intangible, necessary for the successful execution of the conference.**

In an event management project, a key deliverable includes any essential item produced or attained as part of organizing the event. This encompasses not only tangible items like a venue or agenda but also important intangible elements such as contracts and participant registrations.

**11. D — When all critical tasks are complete, the project is expected to meet its deadline.**

In project management, successfully completing all critical tasks is essential for meeting the project's deadline. These tasks are pivotal for the project timeline, and delays in any critical task usually cause project delays.

**12. C — The primary theme of the festival.**

Identifying the primary theme is essential because it sets the tone and direction for all other planning decisions in the project such as vendor selection, scheduling, and logistical arrangements.

**13. B — To implement a more efficient and secure IT system.**

The primary objective of the IT infrastructure overhaul is to implement a more efficient and secure IT system, which aligns with the overall goal of improving operations. Other choices, like performing updates or identifying issues, are tasks within the project, while team establishment pertains to organizational roles.

**14. A — Stakeholder engagement**

Stakeholder engagement is often overlooked during the scope definition phase. While project managers focus on defining deliverables, creating charters, and setting timelines, they may forget to sufficiently involve stakeholders, which is crucial for aligning expectations and gathering necessary input.

**15. D — Synchronizing stakeholder expectations with project objectives.**

In project management, alignment refers to ensuring that the expectations and interests of stakeholders are in sync with the objectives and outcomes of the project. This alignment is crucial during the initiation phase to prevent misunderstandings and ensure project success. The other options, while important, do not define alignment in this context.

**16. C — Risk evaluation phase.**

The risk evaluation phase in project initiation is when project risks and constraints are assessed to understand potential issues that might impact the project's success. This phase ensures that the project team is aware of any potential barriers and can plan to mitigate them accordingly.

**17. B — Action Planning**

Once the analysis of stakeholder needs and expectations is complete, the next step is to plan actions that address those needs. This involves identifying practical steps that can be taken to incorporate their inputs into the project, also termed as Action Planning. Feedback Collection and Stakeholder Reassessment occur at later stages when addressing evolving needs.

**18. A — The plan was effective as it increased stakeholder satisfaction and project goal achievement while reducing issues.**



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The data shows improvements in stakeholder satisfaction from 70% to 85%, a reduction in reported issues from 15 to 5, and an increase in project goal achievement from 60% to 90%. All these indicate the stakeholder engagement plan was successful in enhancing project outcomes.

**19. D — Definitive**

Definitive stakeholders possess both high power and high interest, making them crucial to address. They can significantly influence the project's success and should be carefully managed. Dormant stakeholders: high power but low interest, tend not to be involved unless their interest increases. Latent stakeholders, similar to Dormant, also hold power but may not engage unless conditions change. Active stakeholders have moderate power with high interest but do not have the same level of control or influence as Definitive stakeholders.

**20. D — Approval from local tourism boards assessing project impact on regional visitor numbers.**

In the budget planning phase of a construction project, focus is typically on allocating funds for material, labor costs, contingency planning, and aligning these allocations with the project timeline. Approval from local tourism boards is often beyond the scope unless the project has a direct impact on tourism, which is rarely considered in budget-specific phases.

**21. A — Planning and initiation, input, tools, techniques and output**

The essential stages for developing a workflow for remote teams mimic those of a communication plan, including planning and initiation, input, tools, techniques, and output.

**22. A — Focus groups**

For effective stakeholder engagement, using interactive and collaborative tools such as focus groups, public meetings, and online forums is essential. These tools facilitate dialogue and feedback. Annual reports, while informative, do not engage stakeholders interactively.

**23. C — A well-defined project scope ensures that all stakeholders have a clear understanding of deliverables, thus helping to manage expectations and avoid scope creep.**

A clear project scope helps all stakeholders understand what is expected, setting boundaries for what is included and excluded from the project. This clarity reduces the risk of misunderstandings and prevents scope creep, where new tasks are added without proper evaluation and approval.

**24. B — All answers are correct.**

A project charter often includes elements like the project vision, scope, and key stakeholders, making all the given options correct for inclusion within a project charter template.

**25. A — Influence requirements throughout the project's life**

Stakeholders can significantly influence project requirements throughout its lifecycle. This includes providing feedback and affecting decisions at various stages, not limited only to the project's initiation or conclusion.

**26. C — All answers are correct.**

A responsibility assignment matrix is used to clarify roles, including who is responsible, accountable, consulted, and informed (RACI) about various aspects of the project. This ensures clear communication and understanding of responsibilities and stakeholder engagement.

**27. B — Primary or secondary**

In project management, stakeholders are categorized into primary and secondary. Primary stakeholders are directly affected by the project outcomes, while secondary stakeholders have an indirectly affected interest.



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**28. A — Local residents who live in the area being redeveloped**

Stakeholders are individuals or groups who are directly impacted by or have an interest in a project. Local residents are stakeholders since the redevelopment will affect their community, whereas a news reporter, albeit involved, does not have direct stakes in the project's outcomes.

**29. D — All answers are correct.**

A risk management plan is a document that a project manager and team use to identify, assess, and prepare for potential risks that can affect a project. Its main components include procedures for identifying risks, evaluating their potential impact, and creating strategies to mitigate those risks.

**30. A — Project Sponsor**

The Project Sponsor has both a high interest and high influence level, making them a key stakeholder. Engaging them effectively is crucial as they significantly impact project decision-making and success.



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