

PROJECT MANAGEMENT FOUNDATIONS PRACTICE EXAM (SAMPLE) STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

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- 1. As you close accounts related to project costs, what is the best practice regarding lingering expenses?**
 - A. Document all remaining expenses thoroughly
 - B. Close all accounting codes, except for follow-up activity-related ones
 - C. Write off small lingering expenses
 - D. Reallocate funds from other projects
- 2. What factor can help determine if the work has been broken down to the right level in a project?**
 - A. The work package is between 8 and 80 hours to complete
 - B. The work package includes at least 3 tasks
 - C. The work package is able to be completed by one person
 - D. The work package aligns with project objectives
- 3. What is the purpose of a feasibility study?**
 - A. To assess the project's historical success
 - B. To evaluate the viability of a proposed project
 - C. To conduct team performance reviews
 - D. To outline the project's final deliverables
- 4. Why is documenting the project scope important?**
 - A. To establish a flexible project timeline
 - B. To remind stakeholders what they agreed to and to prevent scope creep
 - C. To ensure faster project completion
 - D. To track budget changes
- 5. When a client has productivity concerns that need addressing, what document is created to define the cause?**
 - A. A project charter
 - B. Management plan
 - C. A problem statement
 - D. A stakeholder analysis

- 6. The development team has been delivering software components faster than planned, but some components include more features than originally specified. What should you do?**
- A. Ignore the added features if they provide value
 - B. Make sure the development team understands the business objectives and requirements
 - C. Approve the added features as an enhancement
 - D. Assign penalties for over-delivery
- 7. What is the role of a sponsor in project management?**
- A. To oversee daily project tasks
 - B. To provide support, resources, and project approval
 - C. To manage the project budget exclusively
 - D. To draft the project scope statement
- 8. To get detailed values of project schedule and cost performance, you should look at which two metrics?**
- A. Schedule variances and cost variances
 - B. Baseline plans and resource availability
 - C. Risk management and quality assurance
 - D. Stakeholder engagement and communication plans
- 9. In an Agile project, how is progress typically measured?**
- A. By the completion of phases
 - B. By the amount of work completed in iterations
 - C. By stakeholder approval
 - D. By the final delivery
- 10. During which Agile stage is the project backlog regularly reviewed and updated?**
- A. Explore
 - B. Speculate
 - C. Adapt
 - D. Review

Answers

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1. B
2. A
3. B
4. B
5. C
6. B
7. B
8. A
9. B
10. C

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Explanations

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1. As you close accounts related to project costs, what is the best practice regarding lingering expenses?

- A. Document all remaining expenses thoroughly
- B. Close all accounting codes, except for follow-up activity-related ones**
- C. Write off small lingering expenses
- D. Reallocate funds from other projects

The best practice regarding lingering expenses when closing accounts related to project costs is to close all accounting codes except for those related to follow-up activities. This approach ensures that all expenses associated with the project are accounted for and simplified, allowing stakeholders to have a clear view of the project's financials. By closing the accounting codes associated with the project, you reduce the chance of confusion or misallocation of costs in future accounting cycles. It also ensures that only the pertinent financial activities remain open, such as those related to ongoing follow-up or project deliverables that may still require budget oversight. Maintaining clarity in financial records is crucial for effective project management, and this method enhances the accuracy and integrity of the financial data associated with the project. As projects can incur residual expenses related to follow-ups or warranty issues, keeping those accounting codes opens potential for tracking future costs that are indeed relevant to the completed project, while allowing unrelated costs to be closed out properly.

2. What factor can help determine if the work has been broken down to the right level in a project?

- A. The work package is between 8 and 80 hours to complete**
- B. The work package includes at least 3 tasks
- C. The work package is able to be completed by one person
- D. The work package aligns with project objectives

The right level of work breakdown in a project is often assessed by evaluating the duration of a work package. A work package that is estimated to take between 8 and 80 hours to complete is generally considered manageable and allows for detailed planning and resource allocation. This time frame is often seen in project management as it strikes a balance between being substantial enough to ensure meaningful progress and short enough to be effectively monitored and controlled. Choosing a time frame like 8 to 80 hours ensures that tasks remain focused and that team members can stay engaged without losing sight of the broader project goals. If work packages are too lengthy, they may become unwieldy, making it difficult to track progress and identify issues in a timely manner. On the other hand, if they are too short, it could lead to an excessive number of packages, resulting in increased administrative overhead and potential confusion. Thus, the duration criterion provides a practical measure to ensure work is segmented appropriately, helping project managers maintain control over the project's execution.

3. What is the purpose of a feasibility study?

- A. To assess the project's historical success
- B. To evaluate the viability of a proposed project**
- C. To conduct team performance reviews
- D. To outline the project's final deliverables

The purpose of a feasibility study is to evaluate the viability of a proposed project. This process involves assessing various factors that influence the project's potential for success, such as technical requirements, financial implications, legal considerations, and market conditions. By systematically analyzing these aspects, stakeholders gain insights into whether the project is worth pursuing, considering the resources required and potential risks involved. Feasibility studies serve as a critical tool for decision-making. They help project managers and other stakeholders determine if the proposed project aligns with organizational goals and whether it can realistically be accomplished within the given constraints. The findings of a feasibility study can guide the direction of a project, ensuring that investments are made in initiatives that have a solid foundation for success. In contrast, the other options focus on different aspects of project management that do not align with the primary aim of a feasibility study. Assessing historical success looks back at previous projects rather than evaluating a proposed project's merits. Conducting team performance reviews pertains to assessing team dynamics and effectiveness instead of project viability. Outlining final deliverables is part of project planning and scope definition, which occurs after a project's feasibility has been established.

4. Why is documenting the project scope important?

- A. To establish a flexible project timeline
- B. To remind stakeholders what they agreed to and to prevent scope creep**
- C. To ensure faster project completion
- D. To track budget changes

Documenting the project scope is crucial because it serves as a formal agreement among stakeholders regarding what is included in the project and what is not. This documentation creates a clear reference point that can be used to remind team members and stakeholders about their commitments and the project's boundaries. By clearly defining the scope, it becomes easier to communicate what is expected, which helps prevent scope creep—the phenomenon where additional features or changes are added to the project without appropriate discussions or adjustments to resources, timeline, or budget. A well-documented scope establishes clear expectations, making it less likely for misunderstandings to occur as the project progresses. As a result, stakeholders can focus on the agreed-upon objectives and requirements, which can help maintain project alignment and facilitate smoother collaboration among team members. This focus not only aids in project management but also enhances accountability, as changes to the project can be evaluated against the originally agreed-upon scope. Ultimately, this practice is essential for effective project planning and execution.

5. When a client has productivity concerns that need addressing, what document is created to define the cause?

- A. A project charter
- B. Management plan
- C. A problem statement**
- D. A stakeholder analysis

When addressing productivity concerns raised by a client, a problem statement is developed to clearly outline and define the specific issues at hand. This document is critical in the project management process as it provides all stakeholders with a comprehensive understanding of the challenges that need to be addressed. The problem statement articulates the nature of the productivity issues, the impacts they have on the project, and the context within which these problems arise. By focusing on defining the cause, the problem statement acts as a foundation for discussions, solutions, and eventual action plans to enhance productivity. It ensures that the project team and stakeholders are aligned on the issues, which is crucial for devising effective strategies to mitigate the concerns. In contrast, other documents such as a project charter, management plan, and stakeholder analysis serve different purposes. A project charter establishes the vision and purpose of the project generally, a management plan outlines how the project will be executed, monitored, and controlled, and a stakeholder analysis identifies and analyzes the needs and expectations of different stakeholders involved in the project. While these documents are important in the overall project management process, they do not specifically focus on diagnosing productivity issues as effectively as a problem statement does.

6. The development team has been delivering software components faster than planned, but some components include more features than originally specified. What should you do?

- A. Ignore the added features if they provide value
- B. Make sure the development team understands the business objectives and requirements**
- C. Approve the added features as an enhancement
- D. Assign penalties for over-delivery

In this situation, making sure the development team understands the business objectives and requirements is crucial. Clear communication of these objectives ensures that the team stays aligned with the overall goals of the project. When team members deepen their understanding of what is truly necessary, it helps them focus on delivering what meets the users' needs as specified and avoid unnecessary feature creep. Understanding the core business requirements is fundamental for the team to prioritize their efforts effectively. It can lead to better decision-making when it comes to adding or modifying features, improving efficiency and customer satisfaction. This alignment also aids in managing stakeholder expectations, as it creates a common understanding of what is needed versus what is being delivered. In contrast, other approaches such as ignoring the added features, merely approving them as enhancements, or assigning penalties may lead to unresolved issues. Ignoring features that are beyond the agreed specifications could result in confusion about scope and value delivery. Approving them without proper evaluation could steer the project off course from its goals. Penalties for over-delivery can foster a negative team culture and demotivate team members, discouraging them from exceeding expectations in the future. Hence, ensuring a thorough understanding of the business objectives leads to more productive outcomes.

7. What is the role of a sponsor in project management?

- A. To oversee daily project tasks
- B. To provide support, resources, and project approval**
- C. To manage the project budget exclusively
- D. To draft the project scope statement

The sponsor in project management plays a crucial role as the primary source of support and guidance for the project. This individual is responsible for providing the necessary resources, including funding, personnel, and tools, to ensure the project team can successfully execute the planned activities. Additionally, the sponsor is involved in approving key project documents and milestones. This authority is fundamental because it helps align the project with the organization's strategic objectives and ensures stakeholder expectations are met. The sponsor also acts as a liaison between the project team and upper management or stakeholders, helping resolve issues that may arise and championing the project within the broader organization. In contrast, overseeing daily project tasks typically falls under the domain of the project manager, not the sponsor, as the project manager focuses on the operational aspects and day-to-day management of the project. While managing the budget is a significant responsibility within project management, it is not exclusively the sponsor's role; rather, it typically involves collaboration between the project manager and the project sponsor to maintain financial oversight. Drafting the project scope statement is also not the sponsor's primary responsibility, as this task is generally handled by the project manager in conjunction with the project team. The project scope statement outlines the project's deliverables and boundaries, which requires detailed input from those directly

8. To get detailed values of project schedule and cost performance, you should look at which two metrics?

- A. Schedule variances and cost variances**
- B. Baseline plans and resource availability
- C. Risk management and quality assurance
- D. Stakeholder engagement and communication plans

The focus on schedule variances and cost variances is essential for evaluating a project's performance. Schedule variance quantifies the difference between the planned progress and the actual progress of a project, helping project managers understand if they are on track concerning the timeline. Cost variance, on the other hand, indicates the difference between the budgeted and actual costs, providing insight into the financial health of the project. By analyzing these two metrics, project managers can effectively assess both schedule performance – determining if tasks are being completed as expected – and cost performance – identifying whether the project is being delivered within its budget. This dual insight allows for effective decision-making and timely adjustments to project plans, ensuring that the team can address any discrepancies before they escalate into larger issues. The other options, while they have their own importance in project management, do not directly measure the project's schedule and cost performance in a quantifiable manner. Baseline plans and resource availability pertain to planning but not specifically to performance measurement. Risk management and quality assurance focus on identifying potential issues and maintaining standards rather than tracking ongoing performance. Finally, stakeholder engagement and communication plans are vital for understanding who is involved in the project and ensuring information flow, but they do not provide the metrics needed for evaluating cost and schedule performance directly

9. In an Agile project, how is progress typically measured?

- A. By the completion of phases
- B. By the amount of work completed in iterations**
- C. By stakeholder approval
- D. By the final delivery

In Agile project management, progress is mainly measured by the amount of work completed in iterations, also known as sprints. This approach allows teams to deliver functional increments of the product frequently, usually within two to four weeks. Measuring progress in this way focuses on tangible, incremental delivery of value to the customer, aligning closely with Agile principles that emphasize frequent delivery and responsiveness to change. Teams utilize various metrics, such as burn-down charts or velocity, to track how much work has been done and how much remains to be completed in future iterations. This iterative feedback loop not only assesses the development progress but also engages stakeholders more continuously, allowing for adjustments based on feedback after each iteration. By prioritizing what is necessary for each increment, Agile promotes a flexible approach to project management that ideally aligns with user needs and changing requirements. Progress measured by the completion of phases might align more with traditional project management approaches, where projects are seen as linear sequences of phases. Stakeholder approval is important but not a direct measure of progress; it often occurs as a secondary effect of the iterative work. Finally, focusing solely on final delivery does not provide ongoing insight into the project's progression and could lead to risks if issues are not identified until the end. Thus, the correct focus is on iterations.

10. During which Agile stage is the project backlog regularly reviewed and updated?

- A. Explore
- B. Speculate
- C. Adapt**
- D. Review

The project backlog is regularly reviewed and updated during the Adapt stage in Agile methodologies. This stage emphasizes the importance of flexibility and responsiveness to change throughout the project's lifecycle. During the Adapt stage, teams take time to reflect on progress, assess what is working or not, and make necessary adjustments to the backlog. This involves re-evaluating priorities based on stakeholder feedback, team insights, and project developments. By consistently updating the backlog, the team ensures that the most valuable features and tasks are prioritized, allowing for continuous improvement and realignment with project goals. Regularly reviewing and updating the backlog also facilitates better planning for future iterations, ensuring that the project evolves in alignment with changing requirements or market conditions. This iterative and adaptive approach is fundamental to the Agile philosophy, promoting a dynamic and collaborative environment that can swiftly address new challenges and opportunities as they arise.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://projectmanagementfoundations.examzify.com>

We wish you the very best on your exam journey. You've got this!

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