

PROJECT MANAGEMENT PROFESSIONAL (PMP) 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. Which process focuses on identifying stakeholders and analyzing their needs?**
 - A. Stakeholder Engagement Process
 - B. Risk Management Process
 - C. Quality Management Process
 - D. Project Integration Process

- 2. Which statement describes best the purpose of the communications management plan?**
 - A. The project management plan is a subsidiary document of the overall communications management plan.
 - B. The communications management plan describes rules of behavior and respect for communications in cross-cultural teams.
 - C. The communications management plan describes the information delivery needs including format and level of detail.
 - D. The communications management plan focuses on the use of communications technologies by the project management team

- 3. According to Bruce Tuckman, what are the stages of team development?**
 - A. Honeymoon, rejection, regression, acceptance, re-entry
 - B. Forming, storming, norming, performing
 - C. Tell, sell, consult, join
 - D. Direct, support, coach, delegate

- 4. A request, demand or assertion of a contract partner for consideration, compensation or payment under a legally binding contract, such as a disputed change, is often referred to as a ____.**
 - A. Claim
 - B. Trial
 - C. Refinement
 - D. Audit

- 5. You need a batch of 100 identical valves which will be custom made for your project to build a food processing plant. There is a risk of deterioration of victuals during processing; therefore you placed requirements on the quality of the raw materials for the valves, which will make production very costly. Unfortunately, in order to test the valves against these requirements, you would have to destroy them. And you have no experience with the vendors at all. What should you do?**
- A. Do 0% inspection. You have to trust the selected supplier that they will use the materials according to your specification.
 - B. Negotiate a contract over more than 100 items and perform acceptance sampling for the surplus of the batch on delivery.
 - C. Require the seller to supply the valves together with appropriate certificates from their raw materials suppliers.
 - D. Do 100% inspection on delivery to your premises, then order another batch of 100 valves.
- 6. A project charter is a document that...**
- A. ...describes both the project scope and the product scope at detail level.
 - B. ...authorizes the project and the use of organizational resources to meet project requirements.
 - C. ...breaks down the project scope over several steps to describe the project on work package level.
 - D. ...describes all activities which are necessary to create the project deliverables.
- 7. In communication management, what does the term "information distribution" refer to?**
- A. The process of managing communication channels
 - B. Creating project reports
 - C. The process of making relevant project information available to stakeholders
 - D. Developing the communication plan
- 8. Why is effective stakeholder communication vital in project management?**
- A. It fosters competition among stakeholders
 - B. It helps manage stakeholder expectations and fosters support for the project
 - C. It ensures decisions are made without delays
 - D. It simplifies the project budget process

9. What is the difference between a milestone and a deliverable?

- A. A milestone is a completed task, whereas a deliverable is a point in time
- B. A milestone is an output, while a deliverable is a significant point in the timeline
- C. A milestone marks a significant point in the project timeline, while a deliverable is a completed output
- D. There is no difference; they are synonymous terms

10. Which is generally not regarded as one of the three categories of culture that managers should master?

- A. National culture
- B. Organizational culture
- C. Project culture
- D. Functional culture

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Answers

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

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Explanations

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1. Which process focuses on identifying stakeholders and analyzing their needs?

- A. Stakeholder Engagement Process**
- B. Risk Management Process
- C. Quality Management Process
- D. Project Integration Process

The Stakeholder Engagement Process is primarily concerned with identifying stakeholders and understanding their requirements, expectations, and influence on the project. This process involves systematically gathering information about who the stakeholders are, what their interests in the project entail, and how they can impact the project's success. By analyzing stakeholder needs, project managers can develop strategies to effectively engage with them throughout the project lifecycle, ensure their expectations are managed, and foster collaboration. In contrast, the Risk Management Process focuses on identifying, analyzing, and responding to risks that may impact the project, rather than stakeholders. The Quality Management Process aims to ensure that project deliverables meet predetermined quality standards and does not directly involve stakeholder analysis. The Project Integration Process encompasses the coordination of all aspects of the project but does not specifically concentrate on identifying or analyzing stakeholder needs. Thus, the Stakeholder Engagement Process is the most relevant to understanding and managing stakeholder interactions effectively.

2. Which statement describes best the purpose of the communications management plan?

- A. The project management plan is a subsidiary document of the overall communications management plan.
- B. The communications management plan describes rules of behavior and respect for communications in cross-cultural teams.
- C. The communications management plan describes the information delivery needs including format and level of detail.**
- D. The communications management plan focuses on the use of communications technologies by the project management team

The other options are incorrect because they do not accurately describe the purpose of the communications management plan. Option A is incorrect because while the project management plan may be a part of the overall communication management plan, it is not the main purpose. Option B is incorrect because the communications management plan is not solely focused on cross-cultural teams, but rather all aspects of information delivery. Option D is incorrect because while the use of communication technologies may be a part of the plan, it is not the main purpose. So, option C is the best statement that accurately describes the purpose of the communications management plan, which is to outline the information delivery needs, including format and level of detail, for effective communication within a project.

3. According to Bruce Tuckman, what are the stages of team development?

- A. Honeymoon, rejection, regression, acceptance, re-entry
- B. Forming, storming, norming, performing**
- C. Tell, sell, consult, join
- D. Direct, support, coach, delegate

The correct answer is B. The stages of team development according to Bruce Tuckman are forming, storming, norming, and performing. Option A is incorrect because the stages listed are not in the correct order. Option C refers to a different model called the Hersey-Blanchard Situational Leadership Model. Option D refers to the leadership style model created by John Adair.

4. A request, demand or assertion of a contract partner for consideration, compensation or payment under a legally binding contract, such as a disputed change, is often referred to as a_____.

- A. Claim**
- B. Trial
- C. Refinement
- D. Audit

A request, demand or assertion of a contract partner for consideration, compensation or payment under a legally binding contract is often referred to as a claim. A claim in this context refers to a specific demand or request made by a contract partner for a contracted service, payment, or compensation. Options B, C, and D are incorrect because they do not accurately describe a claim in the context of a contract. Option B, a trial, refers to a legal proceeding to determine the guilt or innocence of a person or entity accused of a crime. Option C, refinement, refers to the process of making improvements or achieving perfection in something. Option D, audit, refers to an official examination and verification of financial accounts and records. In contrast, a claim is a specific request or demand for consideration, compensation, or payment under a contract.

5. You need a batch of 100 identical valves which will be custom made for your project to build a food processing plant. There is a risk of deterioration of victuals during processing; therefore you placed requirements on the quality of the raw materials for the valves, which will make production very costly. Unfortunately, in order to test the valves against these requirements, you would have to destroy them. And you have no experience with the vendors at all. What should you do?

A. Do 0% inspection. You have to trust the selected supplier that they will use the materials according to your specification.

B. Negotiate a contract over more than 100 items and perform acceptance sampling for the surplus of the batch on delivery.

C. Require the seller to supply the valves together with appropriate certificates from their raw materials suppliers.

D. Do 100% inspection on delivery to your premises, then order another batch of 100 valves.

Performing acceptance sampling for the surplus of the batch on delivery is the best option in this scenario. Option A is not ideal as it involves trusting the supplier without any inspection. Option C is not enough as it only requires certificates from raw material suppliers, not the actual inspection of the valves. Option D is not efficient as it involves double the cost and effort of ordering another batch. Negotiating a contract over more than 100 items and performing acceptance sampling for the surplus of the batch on delivery is a cost-effective solution that ensures quality control without risking the destruction of the entire batch of valves.

6. A project charter is a document that...

A. ...describes both the project scope and the product scope at detail level.

B. ...authorizes the project and the use of organizational resources to meet project requirements.

C. ...breaks down the project scope over several steps to describe the project on work package level.

D. ...describes all activities which are necessary to create the project deliverables.

A is incorrect because it only describes the project and product scope at a detailed level, but does not authorize the project or the use of resources. C is incorrect because it mentions breaking down the project scope into steps, which is not part of a project charter. D is incorrect because it only mentions describing the activities necessary to create project deliverables, but not the authorization of the project or use of resources.

7. In communication management, what does the term "information distribution" refer to?

- A. The process of managing communication channels
- B. Creating project reports
- C. The process of making relevant project information available to stakeholders**
- D. Developing the communication plan

Information distribution in communication management specifically refers to the process of ensuring that relevant project information is available to stakeholders at the right time and in the right format. This is vital for facilitating effective decision-making and keeping everyone involved in the project informed of progress, changes, and issues that may arise. When considering the other options, managing communication channels pertains more to the infrastructure and methods used to convey information rather than the actual dissemination of that information. Creating project reports is a part of producing documentation but does not encompass the broader activity of distributing all necessary information to stakeholders. Developing the communication plan involves outlining how and when information will be shared, but it doesn't directly address the act of distributing information itself. Thus, the correct answer captures the essence of the communication management process, ensuring that stakeholders receive the information they require to engage with and contribute to the project effectively.

8. Why is effective stakeholder communication vital in project management?

- A. It fosters competition among stakeholders
- B. It helps manage stakeholder expectations and fosters support for the project**
- C. It ensures decisions are made without delays
- D. It simplifies the project budget process

Effective stakeholder communication is vital in project management because it plays a crucial role in managing stakeholder expectations and fostering support for the project. Clear and consistent communication helps to ensure that stakeholders are informed about the project's objectives, progress, challenges, and changes. This transparency enables stakeholders to understand their roles and contributions, which in turn can enhance their buy-in and commitment to the project. When stakeholders feel informed and engaged, they are more likely to support the project's goals, provide necessary resources, and collaborate effectively. This positive relationship minimizes resistance to change and encourages a cooperative atmosphere, which is essential for navigating the complexities inherent in most projects. Furthermore, successful stakeholder communication can help identify potential conflicts early, allowing the project manager to address issues proactively before they escalate. In contrast, other options do not capture the essence of why effective communication is necessary. Fostering competition among stakeholders can create discord rather than collaboration, which is counterproductive in a project setting. While timely decisions are important, effective communication alone does not guarantee that they will always be made without delays. Additionally, while good communication can facilitate financial discussions, it does not inherently simplify the project budget process directly. Thus, the correct choice underscores the integral role of communication in building relationships and aligning expectations among all parties involved

9. What is the difference between a milestone and a deliverable?

- A. A milestone is a completed task, whereas a deliverable is a point in time
- B. A milestone is an output, while a deliverable is a significant point in the timeline
- C. A milestone marks a significant point in the project timeline, while a deliverable is a completed output**
- D. There is no difference; they are synonymous terms

A milestone is a critical point or event in the project timeline that signifies an important achievement or the completion of a major phase. It acts as a marker that helps to track progress, ensuring that the project is on schedule. Milestones do not necessarily have a tangible outcome associated with them; rather, they are often used to highlight the completion of necessary phases or significant events that have occurred. In contrast, a deliverable is a specific output or result that is produced as part of the project. Deliverables can be tangible products, services, or results that meet the project's requirements and objectives and are typically assessed to determine project success. Understanding this distinction is essential for project management because milestones help in measuring progress, while deliverables represent the actual outputs that contribute to project goals. This differentiation aids project managers in planning, scheduling, and managing resources effectively, ensuring that both the project timeline and the quality of outputs are maintained.

10. Which is generally not regarded as one of the three categories of culture that managers should master?

- A. National culture
- B. Organizational culture
- C. Project culture**
- D. Functional culture

Organizational culture, functional culture, and national culture are all important aspects of culture that managers should be knowledgeable about. Project culture, however, is not as widely recognized or studied as the other three categories. It refers to the specific culture that develops within a particular project or team and can vary greatly depending on the individuals involved and the goals of the project. While important, it is not considered one of the top categories that managers should master in order to effectively lead and manage their teams. Therefore, the correct answer is C.

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://pmpexamprep.examzify.com>

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

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