

# Western Governors University (WGU) MGMT3400 C722 Project Management Practice Exam (Sample)

## Study Guide



**Everything you need from our exam experts!**

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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

- 1. Which group benefits from effective stakeholder engagement in projects?**
  - A. Only the project manager**
  - B. Investors and shareholders only**
  - C. The entire project team and stakeholders**
  - D. Only external stakeholders**
- 2. What does a Change Management Plan document?**
  - A. How project performance will be reported**
  - B. The process for managing project costs**
  - C. How changes to project outcomes will be managed**
  - D. How team communication will be structured**
- 3. Which situation might prompt a change to the baseline scope of a project?**
  - A. Resource Availability**
  - B. Lifecycle Analysis**
  - C. Stakeholder Requests**
  - D. Market Trends**
- 4. At what stage do team members feel fully comfortable and start showing significant project progress?**
  - A. Adjourning**
  - B. Performing**
  - C. Storming**
  - D. Norming**
- 5. How is TCPI calculated when a project is over-budget and a new estimated cost at completion is approved?**
  - A.  $TCPI = (BAC - AC) / (BAC - EV)$**
  - B.  $TCPI = (EAC - EV) / (BAC - AC)$**
  - C.  $TCPI = (BAC - EV) / (EAC - AC)$**
  - D.  $TCPI = (EV - AC) / (BAC - EV)$**

- 6. Which type of team operates with members in the same physical location?**
- A. Co-located Teams**
  - B. Distributed Teams**
  - C. Virtual Teams**
  - D. Cross-functional Teams**
- 7. What is a drawback of a projectized organizational structure?**
- A. Team members collaborate easily across functions**
  - B. Project managers often lack sufficient authority**
  - C. It can lead to duplication of personnel and expertise**
  - D. Resources are efficiently shared across various projects**
- 8. What communication technique is essential for understanding both verbal and nonverbal messages in project management?**
- A. Active Listening**
  - B. Selective Hearing**
  - C. Passive Observation**
  - D. Verbal Acknowledgment**
- 9. Which type of dependencies are required by law or logical sequences?**
- A. Strategic dependencies**
  - B. Mandatory dependencies**
  - C. Conditional dependencies**
  - D. Discretionary dependencies**
- 10. Direct overhead costs in a project are associated with which type of expenses?**
- A. Costs allocated directly to production activities**
  - B. Shared costs across various work activities**
  - C. Expenses related to materials and supplies**
  - D. Fixed costs only**



## **Answers**

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

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## **Explanations**

**1. Which group benefits from effective stakeholder engagement in projects?**

- A. Only the project manager**
- B. Investors and shareholders only**
- C. The entire project team and stakeholders**
- D. Only external stakeholders**

Effective stakeholder engagement in projects is crucial because it encompasses a wide range of individuals and groups who have an interest in the project's outcome. The entire project team and stakeholders benefit because successful engagement leads to improved communication, collaboration, and understanding of project objectives and expectations. When stakeholders are actively engaged, their insights and feedback can inform decision-making, which helps to align the project's goals with their needs and expectations. This involvement can also contribute to higher levels of support and commitment from stakeholders, reducing resistance and increasing the likelihood of project success. By fostering a sense of ownership and active participation, the project team can address potential issues early on, leading to more efficient problem-solving and a smoother project execution. In contrast, focusing on only one specific group, such as just the project manager, investors, or external stakeholders, can limit the overall success and potential benefits of stakeholder engagement. Engaging the entire project team and all relevant stakeholders creates a comprehensive support system that enhances project outcomes.

**2. What does a Change Management Plan document?**

- A. How project performance will be reported**
- B. The process for managing project costs**
- C. How changes to project outcomes will be managed**
- D. How team communication will be structured**

The Change Management Plan is a crucial component in project management that specifically addresses how adjustments to project outcomes will be handled throughout the project lifecycle. It outlines the procedures and protocols for identifying, assessing, and approving changes to the project's scope, schedule, and resources. This plan ensures that any changes are implemented in a controlled manner, minimizing disruption and maintaining project integrity. By detailing the roles and responsibilities of team members in managing change, along with the necessary documentation and approval processes, the Change Management Plan aims to provide clarity and consistency in how changes are approached. It helps to mitigate risks associated with changes and ensures that stakeholders are informed and aligned with the new project direction. In contrast, other options focus on different aspects of project management, such as performance reporting, cost management, and communication structure, which are important but do not specifically address the function and purpose of managing changes to project outcomes.

### **3. Which situation might prompt a change to the baseline scope of a project?**

- A. Resource Availability**
- B. Lifecycle Analysis**
- C. Stakeholder Requests**
- D. Market Trends**

A change to the baseline scope of a project can occur due to stakeholder requests. Stakeholders are individuals or groups that have an interest in the project, and their needs and expectations can evolve over time. When stakeholders identify a desire for additional features, modifications, or enhancements based on their experiences, insights, or changing organizational goals, these requests can lead to changes in the project scope. In project management, it's essential to have a process for managing scope changes, often referred to as a change control process. This ensures that any adjustments made to the project scope are carefully evaluated, documented, and approved, helping to maintain alignment with project objectives while considering the stakeholders' needs. Resource availability, while critical to project planning and execution, primarily affects scheduling and budgeting rather than directly prompting changes in scope. Lifecycle analysis looks at the product's entire life cycle, which may influence scope indirectly through sustainability considerations but does not drive changes in the baseline itself. Market trends could suggest shifts in direction or urgency, but they usually influence overall project strategy rather than prompting direct changes to established scope unless coupled with specific stakeholder demands.

### **4. At what stage do team members feel fully comfortable and start showing significant project progress?**

- A. Adjourning**
- B. Performing**
- C. Storming**
- D. Norming**

Team members feel fully comfortable and start showing significant project progress during the performing stage of team development. This phase is characterized by high levels of collaboration, cohesion, and trust among team members. Having navigated the challenges of earlier stages—forming, storming, and norming—the team is now able to focus on achieving their project goals effectively. In the performing stage, team members understand their roles and responsibilities, can communicate openly, and have developed strong interpersonal relationships. This environment allows for creative problem-solving and promotes productivity, leading to significant progress on the project. The team's energy is directed towards the completion of tasks and the achievement of objectives, rather than being mired in conflicts or uncertainties that are often present in earlier stages. Understanding this progression helps highlight the importance of moving through the initial phases of team development, as the foundation laid during these times contributes significantly to the success achieved in the performing stage.

**5. How is TCPI calculated when a project is over-budget and a new estimated cost at completion is approved?**

- A.  $TCPI = (BAC - AC) / (BAC - EV)$
- B.  $TCPI = (EAC - EV) / (BAC - AC)$
- C.  $TCPI = (BAC - EV) / (EAC - AC)$**
- D.  $TCPI = (EV - AC) / (BAC - EV)$

The correct formula for calculating TCPI (To-Complete Performance Index) when a project is over-budget and a new estimated cost at completion (EAC) is approved is represented by the choice where TCPI is computed as  $(BAC - EV) / (EAC - AC)$ . In this scenario, BAC (Budget at Completion) represents the total original budget of the project, while AC (Actual Cost) is the amount that has already been spent, and EV (Earned Value) indicates the value of work actually performed up to that point. When a project runs over budget, it becomes necessary to re-evaluate the completion strategy, leading to an adjusted EAC. The TCPI reflects the cost performance required moving forward to complete the project within the newly established budget limits. By using the correct formula, you're essentially assessing the necessary cost efficiency to finish the remaining work  $(BAC - EV)$  relative to the remaining budget allocation  $(EAC - AC)$ . This allows project managers to gauge whether the performance going forward can meet the new financial constraints set by the updated EAC, facilitating better-informed decision-making about resource allocation and project adjustments to meet the new target. This understanding highlights how TCPI is a crucial metric in project performance management, especially during scenarios

**6. Which type of team operates with members in the same physical location?**

- A. Co-located Teams**
- B. Distributed Teams
- C. Virtual Teams
- D. Cross-functional Teams

The correct answer is co-located teams because this term specifically refers to teams whose members are situated in the same physical location. This arrangement facilitates direct, face-to-face communication, which can enhance collaboration and build stronger team dynamics. Co-located teams often benefit from immediate interactions, allowing for quicker decision-making and less miscommunication compared to teams that are not physically present together. In contrast, distributed teams are composed of members who work in different locations, often relying on technology to communicate and collaborate. Virtual teams, a subset of distributed teams, operate entirely online with members who may never meet in person. Cross-functional teams include members from different departments or specializations but can exist in either co-located or distributed settings, depending on the organization's structure. Understanding the dynamics of co-located teams helps to identify the advantages they have in terms of communication and teamwork compared to other team structures.

**7. What is a drawback of a projectized organizational structure?**

- A. Team members collaborate easily across functions**
- B. Project managers often lack sufficient authority**
- C. It can lead to duplication of personnel and expertise**
- D. Resources are efficiently shared across various projects**

In a projectized organizational structure, teams are often assembled specifically for the purpose of working on particular projects, leading to a scenario where personnel and expertise may be duplicated across multiple projects. This duplication can arise because different project teams might require similar skills or roles, such as project managers, engineers, or designers. As a result, multiple teams within the organization could be hiring or allocating similar resources, which can lead to inefficiencies and increased costs. The existence of duplicate roles may strain budgetary constraints and complicate the management of human resources, as multiple projects pull from the same talent pool. This can detract from the overall efficiency of an organization, particularly when it comes to resource management and skill development. In contrast, other organizational structures, such as functional or matrix organizations, may allow for more efficient utilization of personnel by centralizing expertise and resources, thus potentially mitigating issues related to duplication.

**8. What communication technique is essential for understanding both verbal and nonverbal messages in project management?**

- A. Active Listening**
- B. Selective Hearing**
- C. Passive Observation**
- D. Verbal Acknowledgment**

Active listening is a vital communication technique in project management because it goes beyond simply hearing the words spoken by others. It encompasses fully engaging with the speaker, making a conscious effort to not only understand the verbal message but also to interpret the nonverbal cues such as body language, tone of voice, and facial expressions. This holistic approach allows project managers and team members to grasp the complete message being communicated, which is crucial for effective collaboration and reducing misunderstandings. By practicing active listening, individuals demonstrate respect and attention, create an atmosphere of trust, and foster better relationships within the team. This engagement encourages open dialogue and can lead to enhanced problem-solving and decision-making processes, which are essential for successful project outcomes. In contrast, techniques like selective hearing, passive observation, and verbal acknowledgment do not provide the same depth of comprehension or engagement. Selective hearing may result in missing critical information, passive observation lacks interaction, and verbal acknowledgment does not necessarily imply understanding or processing the full context of the communication. Thus, active listening stands out as the most essential technique for ensuring clarity and effectiveness in project-related communications.

**9. Which type of dependencies are required by law or logical sequences?**

- A. Strategic dependencies**
- B. Mandatory dependencies**
- C. Conditional dependencies**
- D. Discretionary dependencies**

Mandatory dependencies are crucial to project management because they represent relationships that are either legally required or arise from the intrinsic logic of the tasks involved in a project. These dependencies are also often referred to as "hard" dependencies because they cannot be changed or ignored; they must be followed to comply with legal standards or procedural requirements. For example, you can't start building a roof until the walls are erected, as the sequence is dictated by the natural progression of construction work and safety regulations. This type of dependency ensures that the project adheres to any statutory regulations or rules within the organizational framework, as well as effectively manages the logical flow of work to avoid potential issues or setbacks in project execution.

**10. Direct overhead costs in a project are associated with which type of expenses?**

- A. Costs allocated directly to production activities**
- B. Shared costs across various work activities**
- C. Expenses related to materials and supplies**
- D. Fixed costs only**

Direct overhead costs in a project typically refer to expenses that are necessary to support various work activities but cannot be traced directly to specific tasks or production. These costs are often shared across different activities within a project. For example, if a project requires administrative support, utilities, or facility maintenance, these expenses are considered overhead because they support ongoing operations but do not directly tie to a single production output. Choosing shared costs across various work activities captures the essence of what direct overhead costs are. They function as necessary expenses that contribute to the overall project environment rather than to specific deliverables or materials. This recognition of overhead allows project managers to allocate costs appropriately, facilitating better budget management and resource planning within a project.



## 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](mailto:hello@examzify.com).**

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

**<https://wgu-mgmt3400-c722.examzify.com>**

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