

# Western Governors University (WGU) MHRM6020 D435 HR Technology & People Analytics 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**

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- 1. What is the formula to determine the Activity Estimate Range?**
  - A. P+O
  - B. P-O
  - C. O+P
  - D. O-P
- 2. How do organizations utilize insights gained from data analysis?**
  - A. Ignore them to maintain a standard approach
  - B. Incorporate them into strategies or activities
  - C. Share them only with external vendors
  - D. Limit insights to operational staff
- 3. Which of the following components is important for project integration?**
  - A. Testing methodology
  - B. Commencing budget allocation
  - C. Staffing adjustments
  - D. Training requirements
- 4. What is "crashing" in the context of project management?**
  - A. Reducing project quality
  - B. Finishing tasks with fewer resources
  - C. Obtaining maximum schedule compression for the least cost
  - D. Extending project deadlines
- 5. In project management, what is the outcome of combining several related projects?**
  - A. A program
  - B. An operation
  - C. A strategy
  - D. A portfolio

**6. What is one of the main functions of active listening in project management?**

- A. To enforce project deadlines**
- B. To improve resource allocation**
- C. To understand both verbal and nonverbal communication**
- D. To prepare project budgets**

**7. In the EVA process, what does EAC stand for?**

- A. Estimate at completion**
- B. Effective assessment count**
- C. Earned asset calculation**
- D. Estimated additional cost**

**8. What term refers to costs that cannot be identified directly with a specific project?**

- A. Direct costs**
- B. Indirect costs**
- C. Variable costs**
- D. Fixed costs**

**9. What term is used for all planning documents in project management?**

- A. Dynamic Documents**
- B. Living Documents**
- C. Static Documents**
- D. Temporary Documents**

**10. What is the purpose of activities in project management?**

- A. To allocate budget effectively**
- B. To identify specific work necessary for project execution**
- C. To engage stakeholders**
- D. To track project progress**

## **Answers**

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

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## **Explanations**

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## 1. What is the formula to determine the Activity Estimate Range?

- A. P+O
- B. P-O**
- C. O+P
- D. O-P

The formula to determine the Activity Estimate Range is derived from the concept of project management and estimating activity durations. Specifically, the Activity Estimate Range is calculated by subtracting the optimistic estimate from the pessimistic estimate, which provides a measure of the potential variability in an activity's duration. In this context, the pessimistic estimate represents the longest possible duration to complete a task, while the optimistic estimate represents the shortest possible duration. By using the formula of subtracting the optimistic duration from the pessimistic duration, you obtain the range within which the actual duration is likely to fall, reflecting both best-case and worst-case scenarios. This range is vital for project managers and HR professionals engaged in planning, as it helps to assess risks and manage expectations for project timelines effectively. Other choices do not accurately reflect the correct way to calculate the Activity Estimate Range, as they either add or misapply the estimates without providing a clear understanding of the variability in task duration. The subtraction approach is fundamental because it captures how much uncertainty there is around the task completion time, which is crucial for effective project management.

## 2. How do organizations utilize insights gained from data analysis?

- A. Ignore them to maintain a standard approach
- B. Incorporate them into strategies or activities**
- C. Share them only with external vendors
- D. Limit insights to operational staff

Organizations utilize insights gained from data analysis by incorporating them into strategies or activities, making informed decisions that enhance performance, drive innovation, and improve overall outcomes. This practice is vital for aligning business strategies with actual data trends and patterns observed through analysis. By leveraging insights, organizations can identify strengths and weaknesses, tailor their approaches to meet specific needs, and respond to market changes more effectively. This proactive approach allows businesses to optimize operations, improve customer experiences, and foster competitive advantages in their sectors. Incorporating data-driven insights into decision-making processes facilitates a culture of continuous improvement and adaptability. In today's rapidly changing environment, the ability to act on analytical insights is essential for achieving long-term strategic goals and enhancing organizational agility.

**3. Which of the following components is important for project integration?**

- A. Testing methodology**
- B. Commencing budget allocation**
- C. Staffing adjustments**
- D. Training requirements**

Project integration involves bringing together various elements of a project to ensure they work collaboratively towards achieving the project's objectives. Staffing adjustments play a crucial role in this integration process because they directly impact how resources are allocated and managed throughout the project's lifecycle. When project teams undergo staffing adjustments—whether that involves hiring new personnel, reallocating existing team members, or providing specific skills training—these changes are fundamental in aligning team capabilities with project requirements. Effective staffing ensures that the right people are in the right roles, which is essential for maintaining productivity and meeting deadlines. In contrast, while testing methodology, budget allocation, and training requirements are also critical components of project management, they do not directly address the integration aspect of bringing the project components and stakeholders together in a cohesive manner. They support the process, but staffing adjustments specifically facilitate the alignment of human resources and skills necessary for integrated project success.

**4. What is "crashing" in the context of project management?**

- A. Reducing project quality**
- B. Finishing tasks with fewer resources**
- C. Obtaining maximum schedule compression for the least cost**
- D. Extending project deadlines**

In project management, "crashing" refers to the process of accelerating the project schedule to complete it sooner than initially planned. The emphasis is on obtaining maximum schedule compression for the least cost. This can involve adding additional resources, increasing work hours, or prioritizing tasks in a way that allows for earlier completion without significantly increasing costs. The fundamental goal of crashing is to identify the most effective methods to shorten the project timeline while being conscious of the associated costs. The correct answer highlights this strategic approach, as project managers aim to achieve the greatest amount of schedule compression for the lowest possible expense, ensuring that the project remains viable in terms of both time and budget. Other concepts, such as reducing project quality or extending deadlines, do not align with the definition of crashing, which focuses on expediting project completion efficiently. Therefore, the choice that embodies the essence of crashing, especially in balancing cost against time, is clearly the accurate response.

**5. In project management, what is the outcome of combining several related projects?**

- A. A program**
- B. An operation**
- C. A strategy**
- D. A portfolio**

Combining several related projects results in a program. A program is characterized by its focus on achieving benefits and achieving strategic objectives that would not be possible if the projects were managed separately. Programs often encompass interrelated projects, facilitating better coordination, resource management, and alignment with overarching organizational goals. In this context, a program's structure helps manage dependencies among the projects, optimizes resource allocation, and enhances communication among teams. The ultimate goal is to ensure that the collective output of the projects delivers more value than the individual projects would on their own. Other options like an operation typically refer to ongoing activities or processes that are not temporary in nature, while a strategy generally outlines how an organization intends to achieve its long-term goals. A portfolio, on the other hand, represents a collection of projects and programs that may not necessarily be related, but are managed together to achieve strategic objectives. This distinction reinforces the specificity of the term "program" in the context of related projects.

**6. What is one of the main functions of active listening in project management?**

- A. To enforce project deadlines**
- B. To improve resource allocation**
- C. To understand both verbal and nonverbal communication**
- D. To prepare project budgets**

One of the main functions of active listening in project management is to understand both verbal and nonverbal communication. Active listening involves fully concentrating, understanding, responding, and then remembering what is being said. This practice is crucial in a project management context, as it allows project managers and team members to grasp the full context of discussions, including emotions and intent that may not be directly expressed. Understanding verbal cues—what is being said—and nonverbal cues—body language, tone, and gestures—enables project managers to address concerns, clarify misunderstandings, and build stronger relationships within the team. This deeper comprehension fosters better collaboration and helps in making informed decisions that align with the project's goals. By actively engaging in this way, project managers can ensure that everyone is on the same page, which is essential for achieving project objectives effectively.

## 7. In the EVA process, what does EAC stand for?

- A. Estimate at completion**
- B. Effective assessment count**
- C. Earned asset calculation**
- D. Estimated additional cost**

In the context of the EVA (Earned Value Analysis) process, EAC stands for "Estimate at Completion." This term refers to the forecast of the total cost of a project at its completion, based on the performance and progress of the project as observed up to a certain point. EAC is a critical metric used in project management because it allows project managers to understand how much more money will be needed to complete the project based on current performance indicators. It helps in making informed decisions regarding budget allocation and financial management of the project. The other terms provided do not align with the established terminology used in project management or EVA. For instance, while "Effective assessment count" and "Earned asset calculation" may appear relevant, they do not reflect the standard concepts used in project cost control and analysis. Similarly, "Estimated additional cost" lacks the specific focus on the total cost estimate at project completion that EAC conveys. Understanding EAC is essential for effective project management and ensuring that projects remain on budget.

## 8. What term refers to costs that cannot be identified directly with a specific project?

- A. Direct costs**
- B. Indirect costs**
- C. Variable costs**
- D. Fixed costs**

The term that refers to costs that cannot be directly traced to a specific project is indeed indirect costs. These costs are often associated with general business expenses that support the overall operations but are not attributable to any single activity or project. Examples of indirect costs include administrative salaries, utilities, and office supplies. Indirect costs play a crucial role in financial decision-making, as they must be accounted for when determining the total cost of a project. Understanding how these costs impact budgeting and financial planning can help in assessing the true profitability of a project or initiative. In contrast, direct costs can be directly linked to a specific project, such as materials and labor directly engaged in that project. Variable costs fluctuate with production levels, while fixed costs remain constant regardless of the level of activity. Thus, indirect costs are critical for a comprehensive financial assessment, making them essential to consider in budget planning and allocation of resources.

## 9. What term is used for all planning documents in project management?

- A. Dynamic Documents
- B. Living Documents**
- C. Static Documents
- D. Temporary Documents

The term "Living Documents" in project management refers to planning documents that are continuously updated and adapted throughout the lifecycle of a project. This concept recognizes that project circumstances and requirements can change over time, necessitating revisions to the original plans. Living documents serve as a dynamic resource, reflecting the most up-to-date information and decisions made as the project progresses. In contrast, static documents do not change once they are finalized, which can lead to discrepancies between the documentation and the actual project status. Temporary documents suggest a limited lifespan, implying that they are relevant only for a short period or a specific phase, which does not accurately describe the ongoing utility of project plans. Meanwhile, the term dynamic documents could imply change but doesn't encapsulate the idea of continual updates and involvement that "living documents" embodies. This makes "Living Documents" the most fitting term for planning documents that evolve with the project.

## 10. What is the purpose of activities in project management?

- A. To allocate budget effectively
- B. To identify specific work necessary for project execution**
- C. To engage stakeholders
- D. To track project progress

The purpose of activities in project management is to identify specific work necessary for project execution. Activities break down the project into manageable tasks, allowing project managers and teams to understand what needs to be done to achieve the project goals. By defining these activities, project managers can ensure that all necessary tasks are accounted for, facilitating clearer planning, scheduling, and assignment of resources. This level of detail is critical for effective execution and helps in laying the foundation for subsequent phases, such as tracking progress or engaging stakeholders. Each identified activity leads to a clearer understanding of project deliverables and timelines, ultimately contributing to project success.

# 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-mhrm6020-d435.examzify.com>**

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

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