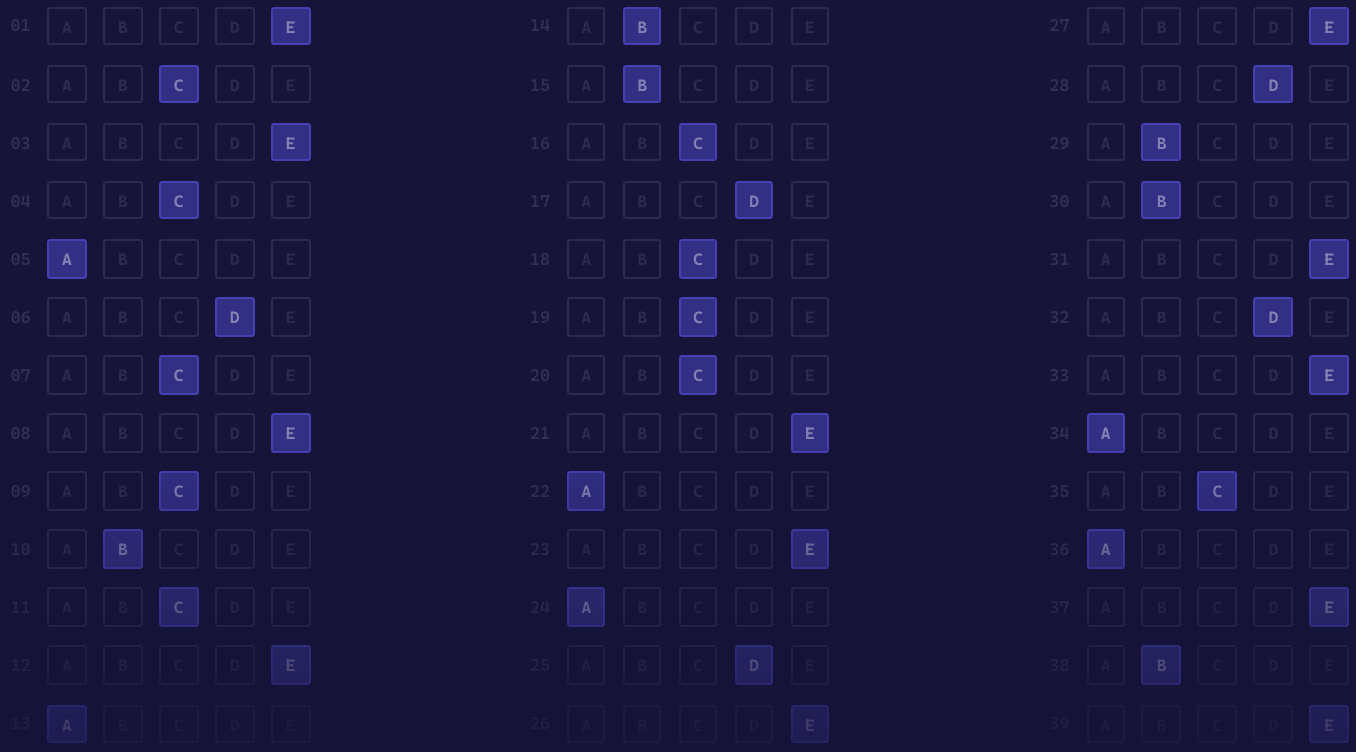
MOMETRIX
SMARTER PREP. BETTER RESULTS.



PRACTICE QUESTIONS

Project Management Institute (PMI)

PMI-PROJECT-MANAGEMENT-READY-CERTIFICATION

PMI Project Management Ready® Certification

EDITION	QUESTIONS	ISSUED
Demo	9	September 3, 2026

WEB www.mometrix.net

SUPPORT support@mometrix.net

Before you begin

What this is

9 practice questions for Project Management Institute (PMI) `PMI-PROJECT-MANAGEMENT-READY-CERTIFICATION`, each with its answer key and an explanation. Answer a question before you read its key — the explanation is worth more once you have committed.

If something looks wrong

Send us three things and we will check it:

- the exam code, `PMI-PROJECT-MANAGEMENT-READY-CERTIFICATION`
- the question number
- the email address on your order

Write to **support@mometrix.net**. We reply within one business day.

Licence

This file is licensed to one person. Sharing or republishing it, in whole or in part, ends that licence.

Mometrix

QUESTION 1 SINGLE CHOICE

A project manager is responsible for delivering a new customer relationship management (CRM) system for the sales organization. Which document formally authorizes the existence of the project and gives the project manager the authority to apply organizational resources to project activities?

A Project management plan

B Project charter

C Statement of work

D Business case

ANSWER B

WHY The project charter is the document issued by the sponsor that formally authorizes a project and grants the project manager authority to use organizational resources. The business case justifies the investment, the statement of work describes what is being procured or delivered in a contract context, and the project management plan describes how the work will be executed.

QUESTION 2 SINGLE CHOICE

During the planning phase of a construction project, the team is identifying and documenting individual project risks. Which technique is being used when the team systematically considers each project objective (such as scope, schedule, cost, and quality) and identifies the risks that could affect it?

A SWOT analysis

B Monte Carlo simulation

C Prompt list / risk breakdown structure

D Delphi technique

ANSWER C

WHY Using a prompt list or risk breakdown structure (RBS) helps identify risks by decomposing the project into categories (and subcategories) so that each area can be examined for potential risks. SWOT is typically used for identifying organizational-level risks or business strategy risks, Monte Carlo simulation is a quantitative analysis tool, and the Delphi technique uses expert anonymized input rather than a structured checklist.

QUESTION 3 SINGLE CHOICE

An agile team is conducting a sprint review meeting at the end of a two-week iteration. The Scrum Master is facilitating a discussion with stakeholders about the product increment that was completed. What is the primary purpose of the sprint review?

A **To demonstrate completed work and gather stakeholder feedback for product backlog adaptation**

B To assign tasks to team members for the next sprint

C To conduct a retrospective on the team's process and identify improvements

D To estimate the effort required to complete remaining backlog items

ANSWER **A**

WHY The sprint review is held at the end of the sprint to inspect the increment and adapt the product backlog based on stakeholder feedback. Sprint planning assigns work for the next sprint, the sprint retrospective focuses on team process improvements, and backlog refinement (not the sprint review) is where estimation typically occurs.

Mometrix

QUESTION 4 SINGLE CHOICE

A project manager has identified 25 stakeholders for a software implementation project. The stakeholder engagement assessment matrix shows that several stakeholders who should be supportive are currently resistant. Which activity should the project manager prioritize to move these stakeholders from resistant to supportive?

A Update the communications management plan to reduce the frequency of status reports

B Escalate the stakeholders' resistance to the project sponsor for resolution

C Engage the stakeholders directly to understand and address their concerns

D Add these stakeholders to the issue log so the team can monitor their behavior

ANSWER C

WHY Stakeholder engagement requires actively communicating and working with stakeholders to understand and address their interests and concerns. Reducing communication frequency would likely worsen resistance, escalation to the sponsor is appropriate when the PM lacks authority, and the issue log is for tracking issues, not for managing engagement levels.

Mometrix

QUESTION 5 SINGLE CHOICE

A project manager is developing the project schedule and needs to determine the critical path. After sequencing the activities and drawing the network diagram, which calculation identifies the longest sequence of activities and determines the shortest possible project duration?

A **Forward pass and backward pass to determine early start, early finish, late start, and late finish dates**

B Earned value calculations comparing planned value to actual cost

C Monte Carlo simulation of the schedule network

D Resource leveling analysis

ANSWER A

WHY The critical path method uses the forward pass (to compute early start and early finish) and the backward pass (to compute late start and late finish) to identify the longest path of activities, which defines the shortest possible project duration. Earned value compares scope, schedule, and cost performance; Monte Carlo is a quantitative risk analysis; resource leveling addresses resource conflicts.

QUESTION 6 SINGLE CHOICE

A project's performance measurement baseline shows a budget at completion (BAC) of $500,000. After six months, the earned value (EV) is $200,000, the actual cost (AC) is $250,000, and the planned value (PV) is $225,000. What is the cost performance index (CPI) and what does it indicate?

A **CPI = 0.80; the project is over budget**

B CPI = 0.89; the project is under budget

C CPI = 1.25; the project is under budget

D CPI = 1.11; the project is ahead of schedule

ANSWER A

WHY CPI is calculated as EV / AC = $200,000 / $250,000 = 0.80. A CPI less than 1.0 indicates the project is over budget (we are getting less earned value for each dollar spent). The schedule performance index (SPI) would compare EV to PV and indicate schedule status; CPI does not measure schedule.

QUESTION 7 SINGLE CHOICE

During qualitative risk analysis, the project team assesses the probability and impact of identified risks using predefined scales. The team plots risks on a probability and impact matrix. What is the primary purpose of placing risks on a probability and impact matrix?

A To calculate the expected monetary value of each risk

B To prioritize risks for further analysis or response planning based on their significance

C To determine the contingency reserve needed for the project

D To identify new risks that were not previously recognized

ANSWER B

WHY The probability and impact matrix is used in qualitative risk analysis to prioritize or rank risks so that the project team can focus on the most significant ones. Expected monetary value is a quantitative analysis technique, contingency reserves are calculated using quantitative analysis, and identifying new risks is part of the Identify Risks process.

QUESTION 8 SINGLE CHOICE

A project manager is applying the plan-do-check-act (PDCA) cycle to improve the team's testing process. After identifying improvements and implementing them during a sprint, what activity should be performed in the 'check' phase of PDCA?

A Document the changes in the project management plan

B Implement the improved process across the team

C Compare the results of the change against the expected outcome

D Standardize the new process as the team's standard approach

ANSWER C

WHY In the PDCA cycle, the 'check' phase involves reviewing and comparing the actual results of the change against the expected outcome to determine whether the change was effective. Documenting in the project management plan and implementing the change are part of 'do', and standardizing the new process is part of 'act'.

QUESTION 9 MULTIPLE CHOICE

A project manager is developing the project scope statement and creating the Work Breakdown Structure (WBS). Which of the following statements about the WBS are correct? (Choose two.)

A **The WBS is a deliverable-oriented hierarchical decomposition of the total scope of work**

B Each work package in the WBS can be decomposed into activities for schedule development

C The WBS must always be organized by project phases from beginning to end

D **The WBS dictionary contains detailed information about each WBS component**

E The WBS replaces the project schedule network diagram

ANSWER **A · D**

WHY The WBS is a deliverable-oriented hierarchical decomposition of the total work scope (A is correct), and the WBS dictionary provides detailed information about each component, including responsible organization, description, and acceptance criteria (D is correct). Work packages are decomposed into activities (B is incorrect terminology — work packages are at the lowest WBS level and activities come from them, but B's phrasing inverts the relationship; in PMI guidance activities are derived from work packages, so B is actually worded acceptably; however the common exam answer pair is A and D). The WBS is not required to be organized by phases (C is wrong), and the WBS does not replace the schedule network diagram (E is wrong).

MoMetrix