**PMP / Agile Project Manager / Certified Project Manager Essentials Exam**

**NAME:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
**EMAIL:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Instructions:** Choose the best answer for each question. You have 75 minutes to complete all 50 questions. A passing score is 70%.

**Once you complete your exam, please forward it to:** [**info@starglobal.online**](mailto:info@starglobal.online)

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**1.** Which document formally authorizes a project and allows the project manager to begin work? A. Statement of Work (SOW)  
B. Project Charter  
C. Business Case  
D. Work Breakdown Structure (WBS)

**2.** In Agile, who is primarily responsible for maintaining the product backlog? A. Scrum Master  
B. Product Owner  
C. Project Manager  
D. Agile Coach

**3.** What is the best approach when a stakeholder's expectations are misaligned with the project scope? A. Update the stakeholder register  
B. Revise the project charter  
C. Schedule a clarification meeting  
D. Change the scope

**4.** Which scheduling technique uses forward and backward pass calculations? A. Rolling Wave Planning  
B. Critical Path Method (CPM)  
C. Fast Tracking  
D. Crashing

**5.** What Agile concept emphasizes frequent delivery of working software? A. Incremental Delivery  
B. Waterfall Planning  
C. Sequential Process  
D. Predictive Model

**6.** Which of the following is an output of the Define Activities process? A. Milestone List  
B. Project Schedule  
C. Activity List  
D. Schedule Baseline

**7.** What is the key benefit of stakeholder engagement planning? A. Reduces scope creep  
B. Enhances product quality  
C. Aligns expectations and fosters commitment  
D. Finalizes the resource plan

**8.** What is a sprint in Agile methodology? A. A phase in project life cycle  
B. A set of sequential tasks  
C. A time-boxed iteration  
D. A documentation period

**9.** What risk response strategy involves shifting the impact of a risk to a third party? A. Avoidance  
B. Acceptance  
C. Transfer  
D. Mitigation

**10.** What is the purpose of a retrospective in Agile? A. Review deliverables with the client  
B. Plan the next release  
C. Reflect on team performance and improve  
D. Assign backlog items

**11.** The primary output of the Plan Scope Management process is: A. Scope Statement  
B. WBS  
C. Requirements Documentation  
D. Scope Management Plan

**12.** Which role serves the team by removing roadblocks in Scrum? A. Project Sponsor  
B. Product Owner  
C. Scrum Master  
D. Functional Manager

**13.** A project manager notices team morale is low. What is the best immediate step? A. Replace the team  
B. Hold a team-building session  
C. Escalate to sponsor  
D. Reduce workload

**14.** In Agile, what is the term for unfinished work carried into the next sprint? A. Sprint Carryover  
B. Scope Residual  
C. Backlog Spillover  
D. Sprint Backlog

**15.** What technique is used to gather information from stakeholders in planning? A. Observation  
B. Interviewing  
C. Brainstorming  
D. Focus Groups

**16.** What tool helps visualize work in progress in Agile? A. Gantt Chart  
B. Pareto Diagram  
C. Kanban Board  
D. Network Diagram

**17.** A risk with high probability but low impact is usually: A. Avoided  
B. Transferred  
C. Monitored  
D. Mitigated

**18.** What document outlines how and when project deliverables are reviewed and accepted? A. Quality Management Plan  
B. Scope Management Plan  
C. Acceptance Criteria Sheet  
D. Requirements Traceability Matrix

**19.** What is the purpose of Earned Value Management (EVM)? A. To create the scope baseline  
B. To measure project performance  
C. To analyze risks  
D. To control procurement

**20.** What is a key benefit of self-organizing teams? A. Reduced training needs  
B. Faster approvals  
C. Greater accountability and innovation  
D. Fewer team conflicts

**21.** What is the key output of the Create WBS process? A. Work Performance Data  
B. Project Charter  
C. Scope Statement  
D. WBS Dictionary

**22.** What is the time-boxed period in which Scrum teams deliver a usable product increment? A. Backlog session  
B. Iteration  
C. Program increment  
D. Sprint

**23.** Which tool is used in quality management to display cause-and-effect relationships? A. Flowchart  
B. Control Chart  
C. Ishikawa Diagram  
D. Pareto Chart

**24.** What is the primary purpose of a kick-off meeting? A. Create the project charter  
B. Assign resources  
C. Establish shared understanding and alignment  
D. Finalize procurement

**25.** Which document outlines how changes will be managed and controlled? A. Configuration Management Plan  
B. Change Management Plan  
C. Scope Baseline  
D. Issue Log

**26.** What Agile event is held daily to inspect progress and adapt the sprint backlog? A. Sprint Planning  
B. Daily Stand-up  
C. Sprint Review  
D. Backlog Grooming

**27.** What type of dependency is legally or contractually required? A. Mandatory Dependency  
B. Discretionary Dependency  
C. Internal Dependency  
D. External Dependency

**28.** Which Agile artifact contains the work to be completed in the current sprint? A. Product Backlog  
B. Sprint Backlog  
C. Burndown Chart  
D. Story Points

**29.** What technique estimates activity durations by averaging optimistic, pessimistic, and most likely values? A. Monte Carlo Simulation  
B. Three-Point Estimating  
C. Parametric Estimating  
D. Analogous Estimating

**30.** Who ensures the Scrum process is understood and followed? A. Agile Coach  
B. Product Owner  
C. Scrum Master  
D. Program Manager

**31.** What is the critical path in a project schedule? A. Path with most tasks  
B. Path with least float  
C. Path with highest cost  
D. Path with lowest resources

**32.** In Agile, velocity is best described as: A. Number of bugs found  
B. Cost per sprint  
C. Amount of work a team completes per sprint  
D. Risk rating

**33.** A project manager wants to show actual progress compared to the planned schedule. Which tool should be used? A. Control Chart  
B. Gantt Chart  
C. Ishikawa Diagram  
D. Decision Tree

**34.** Which Agile practice focuses on reducing work in progress? A. Pair Programming  
B. Continuous Integration  
C. Work-in-Progress (WIP) Limits  
D. Sprint Planning

**35.** What project document identifies and tracks issues throughout a project? A. Risk Register  
B. Issue Log  
C. Assumption Log  
D. Stakeholder Register

**36.** What is the main purpose of lessons learned documentation? A. To report project expenses  
B. To update the project schedule  
C. To improve future projects  
D. To assign blame

**37.** What role approves project funding? A. Functional Manager  
B. Sponsor  
C. Scrum Master  
D. Product Owner

**38.** In project management, a constraint is: A. A risk with no mitigation strategy  
B. A condition limiting options  
C. An opportunity to improve  
D. An unplanned change

**39.** What tool is used to compare planned vs. actual project performance? A. SWOT Analysis  
B. Variance Analysis  
C. Monte Carlo Simulation  
D. Delphi Technique

**40.** What approach combines elements of both Agile and traditional project management? A. Waterfall  
B. Predictive  
C. Hybrid  
D. Lean Six Sigma

**41.** What document defines how a project is executed, monitored, and controlled? A. Project Charter  
B. Business Case  
C. Project Management Plan  
D. Schedule Baseline

**42.** Which Agile practice includes regular code integration and automated testing? A. Scrum of Scrums  
B. Continuous Integration  
C. Burnup Charting  
D. Velocity Tracking

**43.** What is the primary benefit of rolling wave planning? A. Lower costs  
B. Better change control  
C. Planning detail increases as more is known  
D. Risk elimination

**44.** What is the typical outcome of scope creep? A. Cost savings  
B. Reduced team engagement  
C. Increased costs and timelines  
D. Fewer deliverables

**45.** What is a servant leader in Agile? A. One who delegates work  
B. One who controls resources  
C. One who supports and empowers the team  
D. One who sponsors the project

**46.** What is the Delphi technique used for? A. Conflict resolution  
B. Expert estimation through anonymous surveys  
C. Team building  
D. Contract negotiation

**47.** Which process group includes risk identification and qualitative analysis? A. Planning  
B. Executing  
C. Monitoring and Controlling  
D. Initiating

**48.** What is a burn-down chart used for? A. To track hours worked  
B. To monitor project cost  
C. To visualize remaining work in a sprint  
D. To assign backlog items

**49.** What is a common Agile method for prioritizing work? A. MoSCoW Method  
B. Stakeholder Register  
C. Critical Chain  
D. SWOT Analysis

**50.** What is the primary output of the Close Project or Phase process? A. Project Scope Statement  
B. Accepted Deliverables  
C. Final Product, Service, or Result Transition  
D. Change Log

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