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Project Management Professional (2026 Version)

PMI PMP

Version Demo

Total Demo Questions: 64

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Topic Break Down

Topic	No. of Questions
Topic 1, People	272
Topic 2, Process	312
Topic 3, Business Environment	56
Total	640

QUESTION NO: 1

A project manager is leading a project that will change the workflow used by several operational departments. Department managers agree with the project objectives, but frontline employees have expressed concern that the new workflow will increase their workload.

Which two actions should the project manager take? (Choose two)

A. Meet with representative frontline employees to understand the source of their concerns.

B. Ask department managers to require employees to use the new workflow.

C. Update the stakeholder engagement approach based on the feedback received.

D. Remove the affected employees from the stakeholder register.

E. Escalate the employee concerns to the sponsor before gathering more information.

ANSWER: A C

Explanation:

Meet with representative frontline employees to understand the source of their concerns is appropriate because the project manager should actively engage affected stakeholders and understand their expectations, concerns, and practical work conditions. The employees may identify implementation constraints, training needs, process impacts, or requirements that were not previously understood.

Update the stakeholder engagement approach based on the feedback received is also appropriate. Once the concerns have been understood, the project manager should tailor engagement actions, communication, involvement, and support to improve stakeholder commitment and readiness for the change. This may include demonstrations, pilots, training, or participation in process design. PMI emphasizes engaging stakeholders throughout the project to address their needs and expectations. See PMI's PMBOK® Guide and Standards.

QUESTION NO: 2

A project manager is leading a predictive project. The main stakeholders involved in the project complain that the weekly status report sent over email, is very

confusing and so they expect a weekly meeting to be arranged to understand the project status and to ask questions wherever needed.

Which two steps should the project manager take? (Choose 2)

A.) Assign this request to the functional manager to speed up the process.

B. Schedule a periodic meeting with stakeholders for sharing the information.

C. Continue delivering the report using the method established in the project ' s communication plan.

D. Prepare a clear template along with the stakeholders as how they want to visualize the information.

E.) Respond that there isn ' t time for meetings but the report can be improved to convey clear information.

ANSWER: B D

Explanation:

"Schedule a periodic meeting with stakeholders for sharing the information." is appropriate because stakeholders have directly identified that the current email-only status communication does not enable them to understand progress or raise timely questions. A recurring meeting creates an interactive communication channel, allowing the project manager to present status, clarify issues, collect feedback, and address questions consistently. The meeting cadence should be incorporated into the project's communication approach so that information is available in a format and forum that stakeholders can use effectively.

“Prepare a clear template along with the stakeholders as how they want to visualize the information.” addresses the underlying usability problem in the weekly report. PMI communication practice emphasizes tailoring communications to stakeholder needs, including the format, level of detail, and presentation of information. Collaborating with stakeholders on a clear reporting template helps ensure that key predictive-project information—such as schedule performance, cost status, risks, issues, milestones, and forecasts—is understandable and decision-useful. Together, a tailored report and a regular interactive forum improve stakeholder engagement, support timely decisions, and enable the project manager to adjust communications based on feedback. See PMI’s overview of stakeholder management and communication and the PMBOK® Guide and Standards.

QUESTION NO: 3

After conducting a performance assessment, the project manager identified that some gaps still exist. What should the project manager ensure?

A. Assessment results are kept private and not shared among team members.

B. Performance improvement programs are organized for all team members who were assessed.

C. All team members rotate their job schedules immediately to make them versatile.

D. Awards are given to all team members for playing a role in the project and undertaking the assessment.

ANSWER: B

Explanation:

Performance improvement programs are organized for all team members who were assessed. A team performance assessment is used to understand the team’s effectiveness and identify areas where individuals or the team need further development. When the assessment identifies gaps, the project manager should ensure that appropriate improvement actions are available, such as targeted training, coaching, mentoring, facilitation, or other development activities. These actions strengthen capabilities needed to deliver the project and support continuous improvement rather than treating the assessment as a one-time administrative exercise.

The specific development support should be proportionate to the identified needs and aligned with project objectives, required competencies, and organizational practices. The project manager can use the assessment findings to update team-development plans, enable access to learning opportunities, and monitor whether the interventions improve performance over time. This reflects the project manager’s responsibility to develop an effective team and create conditions in which team members can improve their skills and contribution to project outcomes. PMI describes team development as an ongoing effort to enhance competencies, interaction, and the overall project environment. See PMI’s PMBOK® Guide and Standards and its training and development resources.

QUESTION NO: 4

A project uses a hybrid approach. The product development work is managed through iterations, while facility upgrades are managed through a predictive schedule. A proposed facility upgrade will require the agile team to change an interface that is planned for the next iteration.

Which two actions should the project manager take? (Choose two)

A. Assess the impact of the facility change on the integrated project schedule and dependencies.

B. Direct the agile team to add the interface change to the current iteration.

C. Facilitate a discussion with the product owner and agile team to refine and reprioritize the affected backlog items.

D. Delay the facility upgrade until all product development is complete.

E. Replace the iterative delivery approach with a predictive approach.

ANSWER: A C

Explanation:

Assess the impact of the facility change on the integrated project schedule and dependencies is necessary because the upgrade can affect the timing, technical sequencing, and availability of the interface work. Hybrid projects require active coordination across delivery approaches so that dependencies are visible and managed.

Facilitate a discussion with the product owner and agile team to refine and reprioritize the affected backlog items is also appropriate. The product owner and team need sufficient information about the dependency to determine the value, urgency, feasibility, and sequencing of the impacted work. This allows the adaptive portion of the project to adjust its near-term plan while preserving alignment with the predictive component. PMI emphasizes tailoring and integrating delivery approaches to fit the project context. See PMI's Agile resources and the PMBOK® Guide and Standards.

QUESTION NO: 5

A project manager is preparing to implement a new human resources system. Employees have received informal information about the change and are concerned that the system will affect their roles. The project manager needs to improve stakeholder support before implementation.

Which two actions should the project manager take? (Choose two)

A. Assess the employees' concerns and information needs.

B. Ask functional managers to require employees to support the implementation.

C. Engage affected employees through tailored communications and feedback sessions.

D. Delay all communication until the system configuration is complete.

E. Limit information about the change to senior managers.

ANSWER: A C

Explanation:

Assess the employees' concerns and information needs and **engage affected employees through tailored communications and feedback sessions** are appropriate actions. The project manager should first understand the specific concerns, influence, expectations, and readiness of the affected stakeholders. The project manager can then use suitable communication channels and two-way engagement activities to provide accurate information, collect feedback, and address misconceptions.

Stakeholder engagement is continuous and should be tailored to stakeholder needs and project context. See the PMBOK® Guide and PMI Standards.

QUESTION NO: 6

A project manager leads an agile project. While the team is working on their daily assigned tasks, one team member proposed to change the priority of a task due to

its importance and dependency on other tasks.

What should the project manager do?

A. Direct the team member to discuss with the product owner for setting the backlog priorities.

B. Have the team member discuss priorities during the retrospective meeting at the end of the sprint.

C. Allow the team member to change the task priorities without interrupting the upcoming tasks and to align with the rest of the team.

D. Inform the team member that until a minimum viable product (MVP) is reached, changes to any of the task priorities are not allowed.

ANSWER: A

Explanation:

"Direct the team member to discuss with the product owner for setting the backlog priorities." is correct because priority decisions in an agile product backlog must be made through the accountable product-value authority, rather than being changed unilaterally by an individual team member. A dependency and newly recognized importance may materially affect delivery order, value, risk, and the work selected for the current or subsequent iterations. The team member should therefore raise the information promptly so that the product owner can evaluate it, clarify the impact with the team, and update backlog ordering as appropriate. This keeps prioritization transparent and ensures that work sequencing continues to reflect product goals and stakeholder value.

In Scrum, the Product Owner is accountable for maximizing product value and for effective Product Backlog management, including ordering backlog items. Developers contribute essential technical knowledge, such as dependencies, estimates, and implementation impacts, but the accountable product role makes the ordering decision. The project manager should facilitate this timely collaboration and protect the team's ability to adapt based on newly available information. This approach is consistent with adaptive delivery: use feedback and emerging knowledge to refine plans while preserving clear decision ownership. See the Scrum Guide for Product Owner accountability and the PMI PMBOK® Guide and Standards for PMI's value-delivery and tailoring principles.

QUESTION NO: 7

In the past year, a company paid US$60,000 to an external subcontractor for an ongoing project. The project manager has been asked to

evaluate if the project can be delivered more cost effectively this year by using internal labor. The project manager used an optimistic term of 4

months, a pessimistic term of 6 months, and a most expected term of 5 months, and has concluded that the service can be delivered with the

following resources:

* Two engineers (monthly salary of US$700 each)

* One project manager (monthly salary of US$1,600)

* Additional estimated monthly expenses of US$2,000

The project manager used the program evaluation and review technique (PERT) to calculate the savings if the project is delivered with in-house

resources.

How much money will the project manager estimate the company can save?

A. US$35,000

B. US$20,000

C. US$40,000

D. US$30,000

ANSWER: A

Explanation:

US$35,000 is the estimated savings. PERT calculates the expected duration using the weighted-average formula: (optimistic duration + 4 × most likely duration + pessimistic duration) ÷ 6. Applied here, the expected delivery duration is (4 + 4 × 5 + 6) ÷ 6 = 5 months. This expected duration should be used for the in-house cost estimate because it incorporates the three-point duration assessment rather than relying only on the most likely estimate.

The monthly internal cost is US$5,000: two engineers cost US$1,400 per month, the project manager costs US$1,600 per month, and additional expenses are US$2,000 per month. Over the PERT expected duration of five months, the total in-house cost is US$25,000. Comparing this with the US$60,000 previously paid to the external subcontractor gives estimated savings of US$35,000 (US$60,000 − US$25,000). This applies expected-duration estimating and cost comparison to support a make-or-buy decision. PMI recognizes estimating as the basis for determining expected project work and cost outcomes; see the PMI Lexicon of Project Management Terms and PMI's PMBOK Guide and Standards.

QUESTION NO: 8

A project team has delivered a new self-service portal. Initial usage data shows that the portal is technically stable, but the expected reduction in customer-service calls has not occurred.

What should the project manager do next?

A. Review the benefits management plan and work with operational stakeholders to identify barriers to adoption.

B. Close the project because the portal has been delivered without technical defects.

C. Ask the customer-service team to redirect all calls to the portal.

D. Submit a change request to remove the call-reduction benefit from the project objectives.

ANSWER: A

Explanation:

Review the benefits management plan and work with operational stakeholders to identify barriers to adoption. The deliverable has been completed, but the intended business benefit is not being realized. The project manager should use the planned benefit measures to analyze adoption and collaborate with the operational teams and users to understand obstacles such as inadequate training, unclear processes, or usability concerns. This enables corrective actions that support transition and value realization rather than assuming technical delivery alone constitutes success.

PMI emphasizes that projects should support intended outcomes and benefits throughout delivery and transition. See the PMBOK® Guide and PMI Standards.

QUESTION NO: 9

A strategic project is nearing completion. The project manager discovers the project team is reluctant to prepare the knowledge transfer documentation to the relevant business department because they are being assigned to a new, urgent project.

What should the project manager do?

A. Emphasize the importance of knowledge transfer to the project team.

B. Ask project sponsor to push the project team for knowledge transfer.

C. Get all the details from project team members to provide knowledge transfer.

D. Convince project team to outsource the knowledge transfer work.

ANSWER: A

Explanation:

“Emphasize the importance of knowledge transfer to the project team.” is the appropriate action because transferring project knowledge and documenting relevant information are essential completion activities. The project manager remains responsible for ensuring that the project is closed in a controlled manner, including making useful project knowledge available to the receiving business area. This enables the business department to operate, support, maintain, and realize benefits from the delivered capability after the project team transitions to other work.

The team's assignment to an urgent new initiative is a legitimate capacity concern, but it does not eliminate the need to complete this project's transition obligations. The project manager should communicate the organizational value and practical necessity of the documentation, clarify the expected deliverables and timing, and help the team integrate this work into the remaining closeout effort. This approach demonstrates leadership, supports knowledge continuity, and protects the strategic value of the project's outcomes. PMI identifies knowledge transfer as an important organizational capability and emphasizes that project work should support sustained value delivery, not merely completion of a deliverable. See PMI's knowledge-transfer guidance and its overview of project management.

QUESTION NO: 10

A project is nearing the completion of a sprint when the product owner announces that a local regulator has banned part of the deliverable. What should the project manager do?

A. Add more items to the sprint backlog that will add value.

B. Complete the sprint and seek a waiver from the regulator.

C. Complete the sprint, but do not release the deliverable.

D. Perform a sprint risk assessment and analyze challenges.

ANSWER: D

Explanation:

Perform a sprint risk assessment and analyze challenges. A new regulatory prohibition is an external change that can immediately affect the product's compliance, usability, release readiness, scope, schedule, and stakeholder expectations. The project manager should first facilitate a timely assessment of the impact with the product owner, delivery team, and any relevant compliance or legal specialists. This includes identifying the affected backlog items and increment, determining whether the Sprint Goal remains viable, evaluating the consequences of continuing the work as planned, and documenting appropriate risk responses. The resulting information enables an informed decision about adapting the product backlog, changing planned work, delaying release, or—if the Sprint Goal has become obsolete—having the product owner consider Sprint cancellation. Agile delivery depends on frequent inspection and adaptation, while project risk management requires assessing newly identified risks and planning responses before acting. Addressing the regulatory event through structured impact and risk analysis protects the organization from releasing a noncompliant product and provides a sound basis for the next decision. See the Scrum Guide for Sprint adaptation and cancellation guidance, and PMI's Agile Practice Guide resources for agile risk and adaptation practices.

QUESTION NO: 11

A multiyear resource constraint project is midway through the execution phase. During a progress update meeting,

it has been determined that there might be a schedule delay to deliver the project. The project manager has

observed that all of the team members are working hard and lots of deliverables have already been completed.

What should the project manager do immediately about this situation?

A. Ask the project planner to identify the critical path and respective delayed activities, and then investigate the reasons for the delay.

B. Prepare a monthly report by highlighting the completed deliverables and communicate the delay to management.

C. Register the schedule risk and present the new resources requirement to the change management board for schedule recovery.

D. Ask the scheduler to update the schedule with the percent of work in progress (WIP) and communicate the results to the team.

ANSWER: D

Explanation:

“Ask the scheduler to update the schedule with the percent of work in progress (WIP) and communicate the results to the team” is the appropriate immediate action because the project manager first needs an accurate, current view of schedule performance before deciding on recovery actions or escalating the issue. Team effort and the number of completed deliverables do not by themselves establish whether the project remains on track; progress must be incorporated into the approved schedule so that remaining work, activity sequencing, durations, milestones, and forecast completion dates can be evaluated. Updating the schedule with actual progress enables meaningful schedule analysis, including identifying the effect on the critical path and determining whether a delay is real and material. Communicating the updated results also gives the team a common factual baseline for coordinating next actions and correcting execution issues promptly. PMI schedule-management practice emphasizes monitoring schedule status, updating the schedule model with performance data, and using the resulting forecasts to support decisions and any needed change-control actions. See PMI’s PMBOK® Guide and Standards and its schedule management guidance.

QUESTION NO: 12

Health Records Modernization at Hospital Case Study

A project manager led a health records modernization project at a hospital with a project budget of $US5 million and an 18-month timeline. The project involved multiple stakeholder groups including medical, administrative, and IT staff; board members; patients; insurance companies; external vendors; regulatory bodies; and union representatives.

Stakeholder management was complex and a major undertaking for the project manager, but it was critical to achieve a positive project outcome. When the project started, the project manager conducted stakeholder analysis, using the information to create both a power/interest and an influence/impact matrix. The analysis showed that while the hospital board members and regulatory bodies had high power but moderate interest, the medical staff (doctors and nurses) had both high influence and high impact on the project. Administrative staff showed high interest but lower power, while patients and insurance companies had moderate interest and varying levels of influence. Based on the analysis, the project manager created a stakeholder engagement strategy that documented expectations, communication preferences, and influence levels in a stakeholder register. The project manager also made a RACI (responsible, accountable, consulted, informed) chart to show roles and responsibilities; and created communication channels and frequency for each stakeholder group, an issue escalation system, and a feedback system for continuous stakeholder input.

To execute the modernization process of health records, the project manager realized that medical staff members would need to change their daily workflows. To facilitate change management for these stakeholders, the project manager created a clinical advisory committee, appointed department-specific “champions,” created focus groups for requirements gathering, started a training program, and developed key performance indicators (KPIs) to measure satisfaction.

During project execution, several challenges emerged. The doctors expressed concerns about the system’s impact on patient care, the nurses’ union raised workload concerns, the IT department faced resource constraints, the insurance companies requested additional features, and the administrative staff worried about data security. The project manager responded to these challenges by increasing the frequency of stakeholder meetings, implementing a change management program, creating a beta system for stakeholder testing, developing contingency plans for various stakeholder scenarios, and establishing an issue resolution process.

Despite these mitigation efforts, the medical staff required additional training, leading to a change request for a 2-month extension and a 10% budget increase. The board of directors approved this to help ensure high adoption and satisfaction rates among staff members. The project helped establish new good practices in future programs for stakeholder management in the organization’s project management office (PMO). The documented lessons learned became a reference for future projects of similar scope and complexity.

A project to modernize a hospital’s records has a large and diverse stakeholder population. As stakeholders request changes, the project manager is aware that some will cause a negative impact to the project timeline and finances.

What should the project manager do?

(Refer to the Health Records Modernization at Hospital Case Study exhibit.)

A. Defer working on changes that could change the baseline or create additional risks.

B. Escalate decisions to the project sponsor to ensure appropriate executive engagement.

C. Evaluate the impact, document the analysis, and present options to key decision-makers.

D. Review the work breakdown structure (WBS) to determine the impact of the changes.

ANSWER: C

Explanation:

Evaluate the impact, document the analysis, and present options to key decision-makers. A stakeholder request that may affect the approved schedule and budget must be handled through the project's defined change-control approach. The project manager first assesses the request's integrated effects, including its influence on scope, schedule, cost, quality, resources, risks, compliance obligations, operational adoption, and expected benefits. In a hospital records modernization effort, this analysis is especially important because a change may affect clinical workflows, training needs, patient care, privacy and security controls, and regulatory requirements in addition to the project baselines.

The assessment should be documented so the appropriate authorized decision-makers can make an informed decision consistent with the project governance model. Presenting feasible options—for example, approve with corresponding baseline updates, modify the requested change, defer it, or reject it—supports transparent trade-off decisions and maintains stakeholder engagement. Once an authorized decision is made, the project manager communicates it, updates relevant project documents and plans, and implements approved changes in a controlled manner. PMI describes integrated change control as reviewing change requests, approving changes, and managing resulting updates to project documents and the project management plan. See PMI's PMBOK® Guide and Standards and PMI's discussion of integrated change control.

QUESTION NO: 13

A project manager is leading a software development project. At the start of the project, the project team decides that iterations are the best way to run the project and deliver value to the customer more quickly.

Which three actions should the project manager take? (Choose 3)

A. Develop the project management plan based on the requirements requested by the customer.

B. Develop the application as requested by the customer, based on the approved project requirements.

C. Plan a minimum viable product (MVP) to get early feedback from the customer.

D. Facilitate a focus group to assess the functionality before development.

E. Use an agile approach to deliver the product based on sprints.

ANSWER: C D E

Explanation:

"Plan a minimum viable product (MVP) to get early feedback from the customer," "Facilitate a focus group to assess the functionality before development," and "Use an agile approach to deliver the product based on sprints" support an iterative delivery approach. An MVP deliberately provides the smallest useful set of capabilities that can be evaluated by customers and other stakeholders. Their feedback helps the team validate assumptions, refine the product backlog, and make informed decisions about the next increments rather than waiting until the entire product is complete. A focus group is a stakeholder-engagement technique that can help the team understand user needs, expected workflows, and perceptions of proposed functionality early enough to influence iteration planning. Delivering in sprints establishes a short, repeatable cadence for planning, building, reviewing, and adapting. Each sprint can produce a potentially usable increment, enabling frequent inspection of outcomes and adjustment of future work based on learning and feedback. Together, these practices emphasize early value, progressive elaboration, close customer collaboration, and responsiveness to change—the central benefits sought when a software project adopts iterative or agile ways of working. PMI describes these principles in its Agile Practice Guide resources and its PMBOK® Guide resources.

QUESTION NO: 14

An agile team is working on a 2-week sprint to deliver business value. About 1 week after the sprint starts, the team members do not feel

confident about the product increment they are building. They do not want to wait until the end of the sprint and want to validate the product increment with the product owner now.

What should the project manager do to mitigate this risk?

A. Extend the sprint end date in anticipation of feedback from the product owner that will require extra work.

B. Schedule an additional interim demo with the product owner.

C. Address the issue as part of the retrospective.

D. Ask the team to work overtime toward the end of the sprint to meet the original sprint end date.

ANSWER: B

Explanation:

Schedule an additional interim demo with the product owner. Agile delivery relies on frequent collaboration and rapid feedback to ensure that the evolving product increment continues to meet stakeholder needs. Here, the team has identified uncertainty halfway through a short sprint and is proactively seeking validation. Facilitating an interim demonstration gives the product owner an immediate opportunity to inspect the work in progress, clarify expectations, and provide feedback while the team still has time to adapt its approach within the sprint timebox. This directly mitigates the risk of completing work that does not provide the intended value or requires substantial rework later.

PMI's agile guidance emphasizes frequent delivery, feedback loops, and active customer collaboration as mechanisms for reducing uncertainty and validating value. Although a Sprint Review normally occurs at the end of a sprint, Scrum does not prohibit the product owner and Developers from communicating, refining understanding, or inspecting work during the sprint. An interim demo is therefore an appropriate, practical feedback mechanism that supports transparency and empiricism without changing the sprint duration. See PMI's Agile Practice Guide resources and the official Scrum Guide.

QUESTION NO: 15

When a project is in its final stage, the project manager will request from the team to prepare a delivery acceptance document. What is the

importance of this document to the project manager?

A. Needed to close the work breakdown structure (WBS).

B. Needed to share it with the stakeholders.

C. Needed to close out the project or a phase.

D. Needed to release the team at the end of the project.

ANSWER: C

Explanation:

Needed to close out the project or a phase. A delivery acceptance document provides the formal record that the customer or authorized stakeholder has reviewed and accepted the completed deliverables. This acceptance confirms that the work meets the agreed acceptance criteria and establishes that the project or phase deliverables have been transferred to the appropriate owner. The project manager needs this evidence as part of the formal closure activities, because closure requires confirming completion and obtaining acceptance of deliverables before finalizing records, transitioning any remaining responsibilities, and documenting completion. Acceptance is especially important when closing a phase, since the organization may need an explicit decision to proceed, transition, or terminate work based on the accepted results. PMI describes project closure as formally completing project or phase activities, and formal acceptance documentation supports the verifiable completion of that work. The document therefore gives the project manager an auditable basis for closing the project or phase rather than relying on an informal statement that delivery occurred. See PMI's overview of project management concepts at PMI: What Is Project Management? and PMI's Lexicon of Project Management Terms for terminology concerning acceptance and project closure.

QUESTION NO: 16

A team needs to implement a mandatory compliance regulation in a product, which is required for its release. While nearing the product release, when completeness was

being verified, it was found that the compliance part was not implemented in the project.

What should the project manager do next?

A. Get an exception approval from the legal team.

B. Request the team to implement the compliance.

C. Ask the stakeholder to descope the compliance.

D. Obtain approval from management and release.

ANSWER: B

Explanation:

Request the team to implement the compliance. A mandatory compliance regulation that is a release condition is an essential product requirement, not an optional enhancement. Discovering that it has not been implemented during completeness verification means the product is not ready to meet its defined release requirements. The project manager should ensure the missing compliance work is incorporated, planned, performed, and verified before authorizing release. This includes promptly assessing the implementation effort, schedule and cost impact, assigning the necessary work to appropriately qualified team members, and coordinating required validation or legal/compliance review. If implementing the requirement affects approved baselines, the project manager should process the resulting changes through the organization's applicable change-control process while preserving the mandatory release obligation. Completeness verification is valuable precisely because it identifies unmet requirements before delivery, allowing corrective work to be completed while the product can still be brought into conformance. PMI recognizes that project work must satisfy applicable legal and regulatory requirements and that deliverables are verified against requirements before acceptance or release. See PMI's PMBOK® Guide and Standards resources and the PMI Lexicon of Project Management Terms for terminology concerning requirements, validation, and change control.

QUESTION NO: 17

A project manager is assigned to a time-bound internal project on quality improvement. During project execution, the project manager observes that a specific team member is being isolated

by other team members.

Which three actions should the project manager take? (Choose three)

A. Arrange and conduct team-building sessions to improve team effectiveness.

B. Allow team members to resolve personal issues without involving the project manager.

C. Get feedback from other team members to understand what led to this situation.

D. Identify the isolated team member as a risk and document the situation in the risk register.

E. Obtain feedback from the isolated team member to understand the situation.

ANSWER: A C E

Explanation:

"Arrange and conduct team-building sessions to improve team effectiveness," "Get feedback from other team members to understand what led to this situation," and "Obtain feedback from the isolated team member to understand the situation" are appropriate actions because the project manager has observed a team-dynamics issue that can impair collaboration, communication, engagement, and delivery. The manager should first seek to understand the situation through respectful, private, and psychologically safe conversations. Gathering perspectives from the affected person and the wider team helps identify facts, interpersonal concerns, working-practice barriers, or misunderstandings without making assumptions or assigning blame. This reflects the PMI emphasis on active listening, empathy, interpersonal skills, and constructive conflict management.

Once the manager understands the underlying dynamics, team-building activities can deliberately strengthen trust, cooperation, and a shared sense of responsibility. The activity should fit the team's needs and may include facilitated discussions, working agreements, collaborative problem-solving, or other methods that improve inclusion and team cohesion. On a time-bound project, the manager should address the matter promptly and proportionately to protect team effectiveness while maintaining dignity and confidentiality. PMI identifies team development and interpersonal skills as important practices for building an effective project team. See PMI's team-building guidance and its guidance on emotional intelligence in project teams.

QUESTION NO: 18

A project team is transitioning from a predictive to an agile approach. The project manager is trying to minimize the support issues that the product has had in production.

One particular pain point is the transition to operations, where the issues usually arise.

What should the project manager do to improve this scenario?

A. Increase the focus on backlog items that cover support requirements, as well as product manuals and operation guides.

B. Ask the support/operation team to participate in the daily standup meetings to contribute to the project's progress.

C. Engage the operation teams in the retrospectives and demo sessions and incorporate their feedback on project activities.

D. Foster stakeholder participation by engaging them early on the backlog discussions.

ANSWER: C

Explanation:

Engage the operation teams in the retrospectives and demo sessions and incorporate their feedback on project activities. This creates a practical, continuous feedback loop between the delivery team and the people who must deploy, operate, monitor, and support the product in production. Demonstrations allow operations personnel to inspect each increment early and identify operational needs such as observability, deployment readiness, supportability, reliability, security, runbooks, and service-level expectations before release. Retrospectives provide a structured opportunity to examine issues encountered during delivery or production transition, identify root causes and improvement actions, and adapt the team's ways of working in subsequent iterations.

This approach reflects agile's emphasis on close collaboration with relevant stakeholders, frequent feedback, and continuous improvement. Operations is an essential stakeholder when production support is a recurring pain point; involving that group in both increment review and process improvement helps build operational considerations into the work rather than treating handover as a separate end-of-project event. It also supports the cross-functional, delivery-oriented collaboration associated with DevOps practices. PMI's agile guidance emphasizes feedback, adaptation, and stakeholder engagement throughout delivery; see the PMI Agile standards and practice guidance. For operational collaboration and shared responsibility across development and operations, see the Atlassian DevOps guide.

QUESTION NO: 19

A project is procuring a cloud-based service that will process confidential customer information. During contract planning, the project manager identifies data privacy and cybersecurity as critical concerns.

Which two actions should the project manager take? (Choose two)

A. Include applicable security and privacy requirements in the procurement statement of work.

B. Allow the selected seller to define security controls after contract award.

C. Involve appropriate legal, security, and procurement representatives in the contract review.

D. Exclude privacy requirements to avoid limiting competition among sellers.

E. Rely only on the seller's marketing materials to validate compliance.

ANSWER: A C

Explanation:

Include applicable security and privacy requirements in the procurement statement of work and **involve appropriate legal, security, and procurement representatives in the contract review** are appropriate actions. The procurement documents and contract should clearly define required controls, compliance obligations, responsibilities, acceptance measures, and remedies related to confidential information. Relevant organizational experts should review the proposed arrangement to ensure that legal, security, and procurement obligations are appropriately addressed before award.

Procurement planning should account for project risks, contractual requirements, and organizational governance. See PMI's PMBOK® Guide and PMI Standards.

QUESTION NO: 20

A project manager is leading a project that has a dependency on the client's vendor management system for critical requirements. The vendor

management team will not derive any benefits from the project. However, the project requires support from the vendor management head.

What should the project manager do next?

A. Get support from the sponsor to hire a subject matter expert (SME) from the vendor management team to work on the project.

B. Review the terms of reference of the steering committee to include the vendor management head.

C. Work with the sponsor on a communications management plan to obtain support from the vendor management head.

D. Obtain help from the sponsor to highlight any nonfinancial benefits for the vendor management team.

ANSWER: D

Explanation:

“Obtain help from the sponsor to highlight any nonfinancial benefits for the vendor management team.” is the best next step because the vendor management head is a key stakeholder whose support is necessary to address a critical project dependency. Effective stakeholder engagement begins with understanding the stakeholder’s interests, influence, expectations, and likely concerns. Although the team may not receive a direct financial benefit, the project manager should work with the sponsor—who typically has sufficient organizational influence—to identify and communicate relevant value for that stakeholder group. Such value could include improved governance, better vendor-performance visibility, reduced operational risk, stronger compliance, clearer accountability, or process improvements.

This approach builds a meaningful case for engagement rather than merely requesting resources or escalating the matter. It also recognizes that stakeholder support is more sustainable when communication is tailored to benefits and priorities that matter to the stakeholder. The sponsor’s involvement is appropriate because sponsorship includes championing the project, helping navigate organizational barriers, and supporting stakeholder alignment. Once those benefits and messages are understood, they can be incorporated into the project’s stakeholder-engagement and communications activities.

PMI describes stakeholder engagement as working with stakeholders to address their needs and expectations and foster appropriate involvement. See PMI’s stakeholder management guidance and PMI’s overview of project management.

QUESTION NO: 21

A project to upgrade high-voltage transmission lines, towers, and substations in a remote mountainous area is 50% complete at the end of April.

The risk manager has implemented risk responses and is projecting the probability and impact for the remainder of the project. At a monthly risk meeting, the risk manager presents the chart shown above.

What two conclusions can be determined from this chart? (Choose 2)

A. The environmental hazards are unrealistically lower as the project progresses.

B. Volatility associated with the cost of components has been addressed.

C. Some risks decrease over time as the likelihood of occurrence diminishes.

D. The overall risk is trending down due to the reduction in uncertainty.

E. Poor road conditions are expected to remain the biggest threat.

ANSWER: C D

Explanation:

The chart supports the conclusions that *Some risks decrease over time as the likelihood of occurrence diminishes* and *The overall risk is trending down due to the reduction in uncertainty*. Risk exposure is dynamic: as project work is completed, uncertainty associated with remaining work can decline, and implemented response actions can reduce a threat's probability, impact, or both. A time-based risk view is useful because it shows that exposure is not static across the life cycle; risks often change as assumptions are validated, procurement and design decisions are finalized, work is completed, and response plans take effect.

At the project's midpoint, the downward pattern shown in the chart indicates that residual risk for the remaining work is lower than earlier projections. This is consistent with effective monitoring of individual risks and aggregate project risk. PMI distinguishes individual risks from overall project risk, with the latter representing the combined effect of uncertainty on project objectives. Tracking the trend enables the team to confirm that response implementation is producing the intended reduction in uncertainty and to continue monitoring the remaining exposure. See PMI's overview of project risk management practices and its discussion of risk management in projects.

QUESTION NO: 22

A project team is working on an agile software development project. The project manager is concerned that the virtual team may not be as effective as a colocated team at headquarters.

Which two actions should the project manager leverage to ensure the team is meeting performance expectations?

(Choose two)

A. Hold daily virtual meetings to review progress.

B. Implement time-keeping software for team members.

C. Task functional managers to drive accountability.

D. Utilize a web-based kanban board.

E. Require a monthly individual status report.

ANSWER: A D

Explanation:

Hold daily virtual meetings to review progress. supports the frequent communication, transparency, and rapid inspection expected in agile delivery. For a distributed team, a short daily virtual synchronization enables team members to communicate progress toward the iteration goal, surface impediments promptly, coordinate work, and adapt the day's plan. The meeting should focus on collaboration and delivery rather than individual performance surveillance.

Utilize a web-based kanban board. gives every virtual team member a shared, current view of the workflow. Making work items, work-in-progress, blockers, and completion status visible creates transparency despite geographic separation. The board also supports pull-based work, facilitates discussion during daily coordination, and allows the project manager and team to identify bottlenecks early. Together, these practices establish a regular communication cadence and an accessible visual-management system, helping the team assess progress against agreed iteration objectives and continuously improve how it works. PMI's agile guidance emphasizes visualizing work, frequent feedback, and team collaboration, while the Scrum framework describes daily inspection and adaptation through the Daily Scrum. See PMI Agile resources and The Scrum Guide.

QUESTION NO: 23

A project manager has received feedback from stakeholders regarding poor communication about project progress. Weekly status reports were provided to the project management office (PMO), and the standard communications management plan was followed.

What should the project manager do?

A. Perform a root cause analysis (RCA) of the existing communication approach.

B. Ensure that all of the complaining stakeholders are on the distribution list.

C. Create a change request for implementing an online collaboration tool.

D. Distribute hard copies of status reports and confirm that messages were read.

ANSWER: A

Explanation:

Perform a root cause analysis (RCA) of the existing communication approach. Following a standard communications management plan and sending weekly reports does not by itself demonstrate that stakeholder communication needs have been met. The feedback indicates a communications effectiveness issue that must first be understood: the project manager should determine which stakeholders need progress information, what information they need, the appropriate level of detail, the preferred channel and frequency, whether the reports are reaching the intended audience, and whether recipients can understand and use the information.

Root cause analysis supports an evidence-based response rather than assuming that a particular distribution method or technology is the solution. Its findings can guide appropriate updates to stakeholder communication requirements and, if warranted, to the communications management plan through the project's change-control approach. This aligns with PMI's emphasis on tailoring project management practices to the project environment and stakeholders, as well as monitoring communications to ensure information is distributed effectively. See PMI's PMBOK® Guide and Standards and its overview of effective communication in project management.

QUESTION NO: 24

A company that uses a predictive approach and operates in a highly regulated market is losing profitability because its product life cycle is taking longer than those of its

competitors. A new project manager has been hired to change this scenario.

What approach should the project manager propose?

A. Change to an agile model, focusing primarily on the incremental life cycle, leaving the iterative approach as a next step.

B. Maintain a predictive approach, but increase the focus on better planning and tracking to anticipate problems and avoid delays.

C. Migrate to an agile model, focusing primarily on an iterative approach, leaving the incremental life cycle as a next step.

D. Propose a hybrid approach, leveraging the benefits of an agile approach while respecting some aspects of the company's industry.

ANSWER: D

Explanation:

Propose a hybrid approach, leveraging the benefits of an agile approach while respecting some aspects of the company's industry. This is appropriate because the organization must improve speed to market while continuing to meet the governance, documentation, traceability, approval, and compliance needs that commonly apply in a highly regulated environment. A hybrid approach intentionally tailors the delivery method rather than replacing every predictive practice at once. For example, the team can retain predictive controls for regulatory requirements, formal stage gates, procurement, and mandatory records, while using agile practices such as short delivery cycles, frequent stakeholder feedback, prioritized backlogs, and incremental releases to reduce cycle time and identify value sooner. This enables a practical transition that addresses the competitive problem without exposing the company to unnecessary compliance risk. PMI emphasizes tailoring the development approach and life cycle to the project context, including uncertainty, stakeholder needs, risk, and organizational constraints. A hybrid model is therefore a sound fit when both adaptability and disciplined oversight are necessary. See PMI's overview of the PMBOK® Guide and Standards and its Disciplined Agile resources for guidance on context-specific ways of working.

QUESTION NO: 25

A project has received formal acceptance for all deliverables. The project manager is beginning closure activities for a project that used several external suppliers and internal shared resources.

Which two actions should the project manager take? (Choose two)

A. Confirm that procurement obligations have been completed and formally close the contracts.

B. Archive project records and capture final lessons learned.

C. Continue assigning internal shared resources until the sponsor releases them informally.

D. Delete working project documents after deliverable acceptance.

E. Postpone contract closure until the next organizational audit.

ANSWER: A B

Explanation:

Confirm that procurement obligations have been completed and formally close the contracts is appropriate because project closure includes verifying that sellers have completed their contractual obligations, resolving outstanding claims, and completing required procurement records and closeout activities.

Archive project records and capture final lessons learned is also appropriate. Project documents, reports, technical records, and closure information should be retained according to organizational requirements. Final lessons learned preserve useful knowledge about project performance, supplier management, risks, and delivery practices for future work. PMI identifies formal closure, knowledge transfer, and archival of project information as important closure practices. See PMI's PMBOK® Guide and Standards.

QUESTION NO: 26

An organization that embraced agile a couple of years ago is looking for a more efficient way to ensure that the increments produced in each sprint meet the end users' quality requirements. What should the project lead recommend?

A. Develop a more comprehensive template for the definition of done (DoD).

B. Increase the percentage allocated for testing each backlog item.

C. Organize more frequent sprint reviews with a broader audience.

D. Establish a quality assurance (QA) team separate from the development team.

ANSWER: A

Explanation:

Develop a more comprehensive template for the definition of done (DoD). is the appropriate recommendation because the Definition of Done establishes the shared, transparent quality standard that every increment must satisfy before it can be considered complete. A clear, sufficiently comprehensive DoD makes quality requirements explicit and repeatable across backlog items and sprints. It can incorporate the validations needed for the product, such as acceptance criteria being met, peer review, automated and manual testing, security checks, usability expectations, documentation, and integration requirements. This enables the whole cross-functional team to build quality into its daily work rather than discovering quality gaps after an increment has been presented or released. The DoD also supports a potentially releasable increment at the end of each sprint, giving stakeholders confidence that completed work meets the agreed product-quality threshold. The Scrum Guide states that an increment is usable only when it meets the Definition of Done, and that the DoD creates transparency about the work completed during a sprint. The project lead should facilitate agreement on and continuous refinement of this standard with the team and relevant stakeholders, ensuring it reflects genuine end-user needs. See the Scrum Guide and PMI's Disciplined Agile resources.

QUESTION NO: 27

A project manager is leading a predictive project in a weak matrix organization. Two critical activities require the same database administrator during the same week, and the administrator's functional manager has assigned the resource to another initiative.

Which two actions should the project manager take? (Choose two)

A. Discuss the resource conflict with the functional manager and negotiate resource availability.

B. Reassign the database administrator from the other initiative.

C. Analyze the effect on the project schedule and identify feasible alternatives.

D. Instruct the project team to complete the database work without the administrator.

E. Escalate immediately to the project sponsor for a staffing decision.

ANSWER: A C

Explanation:

Discuss the resource conflict with the functional manager and negotiate resource availability and **analyze the effect on the project schedule and identify feasible alternatives** are appropriate actions. In a weak matrix organization, functional managers control resource assignments. The project manager should collaborate with the functional manager to seek an acceptable solution, such as revised allocation, an alternate qualified resource, or adjusted timing. The project manager should also assess the impact on the schedule, particularly on critical-path work, before recommending an action.

These actions support informed resource and schedule decisions rather than unilaterally assigning resources or changing approved commitments. See PMI's PMBOK® Guide and Standards.

QUESTION NO: 28

‘An organization undergoes a major budget revisal. The project manager gathers the stakeholders to discuss the situation as some projects are stil in-progress and may be impacted.

What two actions should the project manager take? (Choose 2)

A. Update the risk register and plan new response strategies.

B. Conduct a risk reassessment and quantify mitigating measures.

C. Request the stakeholders to fill any gap in the budget.

D. Adjust the project ' s risk thresholds to support budget changes.

E. 0 Ask stakeholders to discuss terminating the running projects.

ANSWER: A B

Explanation:

“Update the risk register and plan new response strategies.” and “Conduct a risk reassessment and quantify mitigating measures.” are appropriate because a major organizational budget revision creates new uncertainty and can materially change existing threats, opportunities, assumptions, constraints, funding availability, schedules, scope trade-offs, and expected benefits. The project manager should first work with relevant stakeholders to reassess the changed conditions and evaluate their likely effect on project objectives. Quantifying the impact of feasible mitigation measures gives decision makers a sound basis for prioritizing work, adjusting plans, and determining whether the remaining investment continues to support intended value delivery.

The results must then be documented in the risk register, including updated risk descriptions, analysis, owners, triggers, and agreed response actions. Planning response strategies turns the assessment into managed, traceable action and supports ongoing monitoring as budget decisions evolve. This approach aligns with PMI’s emphasis on tailoring risk-management activities to the project context, engaging stakeholders, and using current information to support decisions throughout the project life cycle. See PMI’s PMBOK® Guide and Standards and the PMI Project Management Lexicon for risk-management terminology and governance concepts.

QUESTION NO: 29

A project manager is leading a project for a new type of engine. When the project is in the design phase, the customer requests several new software requirements.

The development team, which is mainly focused on hardware design, is struggling to respond to the requests.

Which two actions should the project manager take? (Choose 2)

A. Report the current situation to the project sponsor, proposing to hire software specialists.

B. Send a formal letter to the human resources (HR) department to hire software specialists.

C. Ask the customer to modify the requirements so they could be solved using available resources.

D. Tell the customer that the development team is unable to meet their expectations of the software design.

E. Ask the acquisition team to consider contracting the service from an external vendor.

ANSWER: A E

Explanation:

“Report the current situation to the project sponsor, proposing to hire software specialists” is appropriate because the new requirements create a capability and resourcing gap that may affect scope, schedule, cost, quality, and risk. The project manager should make the sponsor aware of the issue and present a viable, decision-ready resource approach. Sponsorship support is particularly important where funding, staffing authorization, or significant changes to the approved plan may be required.

“Ask the acquisition team to consider contracting the service from an external vendor” is also appropriate because procurement can provide specialized software capability that the primarily hardware-focused team does not possess. Engaging the acquisition function enables the organization to assess a make-or-buy approach, identify qualified suppliers, and follow established procurement governance. This can protect delivery quality while allowing the project to obtain the expertise necessary to address the customer’s requested functionality. These actions should be managed through the project’s applicable change-control and governance approach so that the requested requirements and their impacts are evaluated and authorized before implementation. PMI emphasizes tailoring delivery approaches, engaging stakeholders, and managing resources and procurement to enable value delivery. See PMI’s PMBOK® Guide and Standards and PMI guidance on project procurement management.

QUESTION NO: 30

A project manager is leading a global project involving third-party contractors, internal stakeholders, and regulators. During a project board meeting, stakeholders are

informed of a regional compliance issue that could delay a critical milestone. One stakeholder demands immediate resolution, while another stakeholder thinks it is

not a priority.

What should the project manager do?

A. Use the communications management plan to develop a message to stakeholders explaining the situation.

B. Attempt to resolve the conflict within the project team to avoid unnecessary escalation.

C. Escalate to the sponsor as it represents a serious compliance issue with implications for milestones.

D. Escalate in accordance with the agreed escalation process to refer the issue to the appropriate deciding authority.

ANSWER: D

Explanation:

Escalate in accordance with the agreed escalation process to refer the issue to the appropriate deciding authority. is correct because a regional compliance issue can create legal, regulatory, contractual, schedule, and reputational consequences that exceed a project manager’s delegated authority. The differing stakeholder views also demonstrate that a decision is needed through established governance rather than through an informal prioritization debate. The project manager should ensure the issue is documented, provide the available impact information, and use the defined escalation path so that the person or body accountable for compliance risk, funding, scope, or milestone decisions can make an authorized decision.

This approach maintains transparency and traceability, particularly on a global project involving regulators and third-party contractors. It also supports timely action: escalation is not merely notifying senior people, but following the agreed process to obtain a decision, direction, or acceptance of any residual risk. PMI emphasizes tailoring governance and stakeholder engagement to the project context, including clear decision rights and escalation mechanisms. A compliance matter affecting a critical milestone should therefore be addressed through the project’s established governance structure. See PMI’s Project Management Standards and its guidance on stakeholder management for project success.

QUESTION NO: 31

A project team identifies an opportunity to use an emerging automation tool that could reduce testing time and improve product reliability. The tool has not been used previously by the organization.

Which two actions should the project manager take to manage this opportunity? (Choose two)

A. Analyze the opportunity's potential benefits, feasibility, and associated risks.

B. Develop an opportunity response that increases the likelihood of realizing the benefit.

C. Ignore the opportunity because new tools always introduce uncertainty.

D. Use contingency reserves immediately to purchase the tool.

E. Classify the opportunity as an issue because it has already been identified.

ANSWER: A B

Explanation:

Analyze the opportunity's potential benefits, feasibility, and associated risks is appropriate because the team needs sufficient information to determine whether the automation tool can realistically provide the expected value. The analysis should consider benefits, cost, implementation effort, technical compatibility, skills, security, and any threats introduced by the new tool.

Develop an opportunity response that increases the likelihood of realizing the benefit is also appropriate. Opportunity responses may include exploiting, enhancing, sharing, or accepting the opportunity. For example, the team may conduct a proof of concept, obtain specialist support, or schedule training to increase the likelihood that automation will achieve the intended improvement. PMI risk management addresses both threats and opportunities. See PMI's project risk management guidance and the PMBOK® Guide and Standards.

QUESTION NO: 32

A project sponsor asks the project manager to shorten the completion date for a predictive project without increasing the approved budget. The project manager has not yet determined whether the requested date is achievable.

Which two actions should the project manager take? (Choose two)

A. Analyze the critical path and the available schedule compression options.

B. Commit to the requested completion date and instruct the team to work overtime.

C. Assess the risks and impacts of each feasible option before recommending an approach.

D. Reduce quality-control activities to save time.

E. Update the schedule baseline before obtaining authorization.

ANSWER: A C

Explanation:

Analyze the critical path and the available schedule compression options and **assess the risks and impacts of each feasible option before recommending an approach** are appropriate actions. The project manager should first determine which activities control the completion date and evaluate feasible techniques, such as resequencing work or fast tracking. Any compression option can introduce additional risk, rework, or resource constraints, so those impacts must be assessed before a commitment is made.

This analysis provides the sponsor with a realistic basis for deciding whether to accept additional risk, alter scope, or revise the target date. See PMI's PMBOK® Guide and Standards.

QUESTION NO: 33

A newly assigned team member immediately begins questioning operating procedures. This new team member wants the team to follow operating procedures that the team member had used previously. During assignments, the new team member begins using some of those processes and procedures and suggests these practices to other team members.

What action should the project manager take?

A. Organize a training for the new team member on the processes the team is currently using.

B. Speak with the new team member at the retrospective and discuss potential improvements.

C. Formalize the new processes and implement the team member's proposed changes.

D. Hold a team meeting on governance, operating policies, procedures, and practices.

ANSWER: D

Explanation:

"Hold a team meeting on governance, operating policies, procedures, and practices." is the best action because the immediate issue is a lack of shared understanding and alignment around the approved ways of working. Project governance provides the framework through which decisions, responsibilities, policies, controls, and escalation paths are understood and applied. A team meeting allows the project manager to clarify the current operating procedures, confirm which practices are mandatory, and establish how team members should raise, evaluate, approve, and communicate proposed process improvements. It also gives the new team member an appropriate channel to contribute useful experience without independently introducing unapproved practices during delivery work. This approach supports constructive collaboration while protecting consistency, accountability, and compliance with the project's established governance framework. Once the team has a common understanding, improvement ideas can be considered through the agreed change or continuous-improvement process. PMI's standards emphasize tailoring and using fit-for-purpose approaches within an appropriate governance environment, rather than allowing ad hoc process changes by individual contributors. See PMI's Standards and Publications page and the PMBOK® Guide resource page.

QUESTION NO: 34

A project manager has been tasked by management with improving overall knowledge of project management methodologies and approaches and documenting good practices to build up the company ' s knowledge base.

Which three actions should the project manager take? (Choose 3)

A. Create a task force for leveraging existing knowledge across the company.

B. Identify project management requirements and create a plan for the agreed outcomes.

C. Draft a document of standards and methods to submit for review and approval.

D. Ask management to define the preferred project management method.

E. Buy industry-based knowledge management standards and documents and adapt them for the company.

ANSWER: A B C

Explanation:

Creating a task force for leveraging existing knowledge across the company is appropriate because organizational knowledge is held by practitioners, teams, and prior project artifacts. A cross-functional group can identify reusable practices, encourage participation, and help ensure that the knowledge base reflects experience from across the organization rather than one individual's perspective.

Identifying project management requirements and creating a plan for the agreed outcomes establishes a deliberate improvement effort. The project manager should clarify the intended users, scope, governance, deliverables, acceptance approach, and measures of success before implementing a knowledge-management solution. This aligns the work with management's objectives and creates a practical path for delivering usable outcomes.

Drafting a document of standards and methods to submit for review and approval converts collected good practices into an organizational asset that can be consistently adopted. Formal review and approval provide appropriate governance, enable stakeholder input, and establish an authoritative baseline for methodologies and approaches. PMI emphasizes tailoring, continual improvement, and using organizational knowledge to support value delivery. See PMI's [standards and publications resources] and its overview of the [PMBOK® Guide].

QUESTION NO: 35

A project manager is developing a project schedule in which only the high-level scope is defined; the detailed work breakdown structure (WBS) is to be developed at

the beginning of each project phase. Project teams are focusing on short-term objectives and can only detail the scope for work they are currently performing. Despite

this, the project sponsor asks for a master project schedule.

What two actions should the project manager take in this situation? (Choose 2)

A. Create a rough order of magnitude (ROM) schedule for the project activities with unclear scope, copying it from a previous project.

B. Switch the entire project to an agile approach, where the project management plan can be prepared in detail as the scope evolves with the project ' s progress.

C.) Tell the project sponsor that the master schedule cannot be completed since the complete details of the scope have not been discovered yet.

D. Tell the project team to go with the predictive approach and complete all the details of the project scope before starting any work.

E. Create a thorough schedule for the activities the team is currently working on and retain a high-level schedule for the remaining scope.

ANSWER: A E

Explanation:

The appropriate response uses rolling-wave planning, a progressive-elaboration technique in which near-term work is planned in detail while future work remains at a higher level until more scope information is available. "Create a thorough schedule for the activities the team is currently working on and retain a high-level schedule for the remaining scope" directly applies this approach. It enables the team to manage current commitments with a usable, detailed schedule while still giving the sponsor the requested end-to-end master view of phases, major milestones, key dependencies, and anticipated delivery dates.

"Create a rough order of magnitude (ROM) schedule for the project activities with unclear scope, copying it from a previous project" supplies an initial basis for the uncertain portions of the master schedule. Historical information from a comparable prior project can support analogous estimating and preliminary sequencing when detailed WBS elements are not yet defined. The resulting schedule must be communicated as an estimate with appropriate uncertainty and progressively refined as each phase begins and scope is decomposed. This combination maintains transparency for sponsor-level planning while avoiding false precision. PMI describes progressive elaboration and rolling-wave planning as methods for developing detail over time: [PMI: Rolling Wave Planning Approach]. PMI also describes the role of estimation and planning practices in schedule development: [PMI: Schedule Management].

QUESTION NO: 36

A project manager is well informed on the industry standards of the organization and believes that they are not reflected in the project deliverables. What should the project manager review next?

A. Quality process

B. Quality management plan

C. Organizational process assets (OPAs)

D. Project charter

ANSWER: B

Explanation:

The project manager should review the **Quality management plan**. This component of the project management plan documents how applicable quality policies, procedures, standards, and guidelines will be implemented, monitored, and controlled on the project. It provides the practical connection between organizational and industry quality expectations and the project's deliverables, including quality objectives, metrics, acceptance criteria, quality-control activities, and responsibilities for verifying conformance.

Because the project manager already understands the organization's industry standards, the immediate need is to determine how those standards were incorporated into the project's planned quality approach. Reviewing the Quality management plan enables the project manager to identify whether the relevant standards were omitted, insufficiently translated into measurable deliverable requirements, or not adequately addressed through planned inspections, tests, audits, or acceptance processes. The findings can then support appropriate updates to the plan and corrective action so that subsequent deliverables meet the required standard. PMI describes quality management as addressing the processes and activities used to determine and achieve project quality requirements; the plan establishes the project-specific approach for doing so. See PMI's PMBOK® Guide and Standards and quality management resources.

QUESTION NO: 37

A project manager has compared the monthly actual costs with the planned costs and estimated the forecast to complete the remaining part of the project. The project

manager realizes that the project will require additional funding.

What should the project manager do first?

A. Send the new cost estimates and ask the project sponsor to approve them.

B. Adjust the time and scope to keep the budget unchanged.

C. Ask the vendor to adjust the time and materials contract to reduce costs.

D. Assess the budget impact and submit a change request for approval.

ANSWER: D

Explanation:

Assess the budget impact and submit a change request for approval is correct because the revised forecast indicates that the approved cost baseline is no longer sufficient to complete the authorized project work. The project manager should first quantify and document the variance and its expected effect on the total budget, including the estimate to complete and estimate at completion. This assessment provides the factual basis needed to determine the funding shortfall and to prepare an appropriate change request.

Additional funding changes an approved project baseline or funding authorization; therefore, it must be evaluated and decided through the project's integrated change-control process. The project manager submits the request with the impact analysis to the authorized change control body, sponsor, or other designated decision maker, according to the governance plan. Once approved, the relevant budget and cost baseline documentation can be updated and communicated. This approach maintains formal authorization, traceability, and alignment between project spending and organizational funding decisions. PMI identifies integrated change control as the process used to review change requests and manage changes to project documents, deliverables, and baselines. See PMI's PMBOK® Guide and Standards and its guidance on integrated change control.

QUESTION NO: 38

A business transformation project has a four-phase delivery plan. The project team has successfully delivered one phase of the project.

To further enhance team performance and empower team members, which two actions should the project manager take? (Choose two)

A. Encourage team members to cross-check decisions with the project manager.

B. Vet all of the decisions before execution.

C. Allow team members to make limited decisions.

D. Organize and assign team members to tasks where they have strengths.

E. Support team members to make decisions in their areas of strength.

ANSWER: D E

Explanation:

“Organize and assign team members to tasks where they have strengths” and “Support team members to make decisions in their areas of strength” best promote both performance and empowerment. Following successful delivery of an initial phase, the project manager should build on demonstrated capability by deliberately aligning work with each person’s skills, experience, and expertise. This improves the likelihood of quality outcomes and helps the team deliver subsequent phases efficiently. It also creates meaningful opportunities for individuals to apply and extend their competencies rather than merely execute centrally directed work.

Supporting decisions within a person’s area of strength is a practical form of servant leadership and delegation. The project manager remains accountable for the project and establishes appropriate decision boundaries, but enables knowledgeable team members to exercise judgment close to the work. This increases ownership, engagement, confidence, and responsiveness while reducing unnecessary decision bottlenecks. Together, strengths-based task assignment and authority matched to expertise foster a collaborative, self-managing team environment—key behaviors for leading project teams through an ongoing business transformation. PMI describes effective project leadership as enabling teams and adapting leadership approaches to the project context; see the PMBOK Guide and PMI Standards and PMI’s overview of servant leadership in project management.

QUESTION NO: 39

A subject matter expert (SME) external to the project team provides a suggestion that will save the project delivery time. This SME has available

time to support the project, but was not planned to be involved in the current agile iteration.

What should the project manager do?

A. Bring the SME on board immediately and discuss the implications later.

B. Ask the existing team members to collaborate with the SME and complete the activity.

C. Ask the SME to complete all of the necessary changes, which will save time.

D. Direct the team member to ignore the SME's changes as they were not planned.

ANSWER: B

Explanation:

Ask the existing team members to collaborate with the SME and complete the activity. This approach applies agile principles of collaboration, shared ownership, and rapid learning while preserving the team’s responsibility for delivering the iteration’s work. The SME’s available capacity and potentially time-saving idea are valuable inputs, but the project manager should facilitate direct collaboration rather than transfer delivery accountability outside the team. Working together enables the team to understand the suggestion, assess its technical and delivery implications, incorporate relevant expertise, and complete the work in a coordinated way. It also promotes knowledge transfer, reducing dependence on one external specialist and strengthening the team's future ability to address similar needs. Agile ways of working emphasize individuals and interactions, frequent collaboration with needed stakeholders, and empowered teams that organize the work required to meet their objectives. The project manager's role is therefore to remove barriers and enable this productive collaboration, while the team remains accountable for integrating the activity into its work. This is consistent with PMI's agile guidance and the Scrum emphasis on a self-managing team working collaboratively to achieve its goal. See PMI's Agile resources and the Scrum Guide.

QUESTION NO: 40

The release of a mobile application is near. However, the team is experiencing a major regulatory approval delay for the application ' s graphics. This delay will impact

the launch of the mobile app.

What should the project manager do?

A. Speak with the stakeholders about changing the requirements.

B. Meet with the project team regarding the delay and work to mitigate any risk to the project.

C. Update the risk register with the team and escalate to the project sponsor and steering committee.

D. Inform the sponsor of the delay and request a mitigation strategy.

ANSWER: C

Explanation:

Update the risk register with the team and escalate to the project sponsor and steering committee. is the best response because a regulatory approval delay is an external condition with a potentially material effect on a key project milestone: the application launch. The project manager should work with the team to assess and document the exposure, including its impact, ownership, response actions, assumptions, and any residual uncertainty. Maintaining this information in the risk register provides traceability and supports informed governance decisions.

Because the delay can affect launch commitments and may require decisions beyond the project manager's authority—such as accepting a revised release date, changing scope, allocating funds, or altering market communications—the project sponsor and steering committee need timely escalation. Escalation is not merely notification; it supplies decision-makers with the impact analysis and risk information needed to authorize a response consistent with organizational governance and value objectives. This approach combines active team-based risk management with appropriate stakeholder engagement and escalation. PMI describes risk as an uncertain event or condition that can affect project objectives, and emphasizes managing uncertainty through ongoing identification, assessment, response, monitoring, and communication. See PMI's project risk management guidance and the PMI Lexicon of Project Management Terms.

QUESTION NO: 41

During a quality audit, a project manager finds that several team members are bypassing a required review step. No defective deliverables have been identified, but the missed review step could result in future nonconformities.

Which two actions should the project manager take? (Choose two)

A. Perform root cause analysis to determine why the review step is being bypassed.

B. Accept the finding because no defects have been detected.

C. Implement corrective action to restore compliance with the quality process.

D. Remove the review step from the quality management plan.

E. Wait until a customer reports a defect before taking action.

ANSWER: A C

Explanation:

Perform root cause analysis to determine why the review step is being bypassed and **implement corrective action to restore compliance with the quality process** are appropriate. An audit finding should be investigated to identify the underlying cause, which may include an unclear procedure, inadequate training, unrealistic timing, or missing tools. The project manager can then implement a corrective action that addresses the cause and verifies that the required quality process is followed.

Quality management includes evaluating process compliance, identifying causes of nonconformity, and taking action to prevent defects. See PMI's PMBOK® Guide and PMI Standards.

QUESTION NO: 42

During daily team standup meetings, team members constantly ask about which tasks they should focus on first. How should the project

manager ensure the team is fully productive?

A. Review the project backlog during the team's standup meeting.

B. Encourage project team members to prioritize the product backlog.

C. Ensure team members are working according to the project plan.

D. Work with the product owner to ensure the project backlog is prioritized.

ANSWER: D

Explanation:

Work with the product owner to ensure the project backlog is prioritized. In an adaptive or agile environment, the team needs a clear, ordered source of work so it can select the highest-value item and maintain focus on the current iteration goal. The product owner is accountable for establishing and communicating the order of backlog items based on stakeholder value, risk, dependencies, learning, and business priorities. When this ordering is transparent and sufficiently refined, team members can make day-to-day task decisions without repeatedly seeking direction during the daily standup.

The project manager supports this outcome by facilitating collaboration with the product owner, helping surface impediments and dependencies, and ensuring that the team has the information needed to plan and execute its work effectively. This preserves team self-management while ensuring prioritization is based on product value rather than ad hoc individual choices. The PMI agile guidance emphasizes value-driven delivery and ongoing backlog prioritization, while the Scrum Guide identifies product backlog ordering as a product owner accountability. See PMI’s Agile Practice Guide resources and the Scrum Guide.

QUESTION NO: 43

A member of the project team always extends discussion topics, taking more time than necessary during project team meetings. Other team members feel this member is not being considerate of their time.

What should the project manager do?

A. Explain to the team that open discussions are needed but remind the team to follow the ground rules.

B. Ask this member to only discuss the current topic to achieve team efficiency.

C. Ask the team to accept the input from this particular member as their input may be useful.

D. Allow the self-organized team to discuss the situation among themselves and come to a resolution.

ANSWER: A

Explanation:

Explain to the team that open discussions are needed but remind the team to follow the ground rules. is the appropriate response because it addresses meeting effectiveness while preserving a respectful, inclusive team environment. Ground rules, typically established in the team charter or working agreement, define expected behaviors for meetings, such as staying on topic, respecting timeboxes, allowing balanced participation, and parking unrelated items for later review. The project manager should facilitate rather than single out a team member immediately, reinforcing the agreed expectations consistently for everyone. This helps the team recognize that useful discussion is welcome, but it must be managed within the meeting's purpose and allotted time. The project manager can apply practical techniques such as using an agenda, timeboxing topics, recording follow-up items in a parking lot, and confirming action owners after the meeting. These actions support productive collaboration and demonstrate the leadership and team-management practices expected in PMI's project performance domain. PMI describes the importance of tailoring project management practices to the team and context in the PMBOK® Guide; its Standards and Publications resources further support the use of structured, agreed ways of working to improve team performance.

QUESTION NO: 44

A project manager's project relies on services from a department that has a new leader. Since the new leader was appointed, the services from their department have been slow which threatens the project's delivery deadline.

What should the project manager do?

A. Add the issue to the issue log and communicate the issue in the next regular report to project stakeholders.

B. Escalate the issue to the project sponsor notifying them of the slow services from the department.

C. Send all service requests to the department earlier in the project to lessen the impact on the delivery date.

D. Arrange a meeting with the leader to explain the project's needs and understand the leader's perspective.

ANSWER: D

Explanation:

Arrange a meeting with the leader to explain the project's needs and understand the leader's perspective. This is the most appropriate immediate action because the changed departmental leadership is a stakeholder-related condition that is affecting project performance. The project manager should actively engage the new leader, communicate the project's service requirements, delivery constraints, and the potential schedule impact, while also seeking to understand the leader's priorities, concerns, resourcing constraints, and any changes to departmental processes. A direct, collaborative discussion supports relationship building and can identify a mutually workable path to restore service responsiveness before the deadline is missed. The conversation can also establish clear expectations, communication channels, service-level commitments, and follow-up actions. This reflects PMI's emphasis on proactive stakeholder engagement: project managers continually assess stakeholders, engage them appropriately, and work collaboratively to address needs and concerns that may affect project objectives. Following the discussion, the project manager should document agreed actions and monitor whether service performance improves; further issue-management or escalation actions may be appropriate if collaboration does not resolve the risk. See PMI's overview of The PMBOK® Guide and Standards and PMI guidance on stakeholder management strategies for project success.

QUESTION NO: 45

A project sponsor commonly asks the project manager to skip project retrospectives due to time constraints. However, the project manager persists in running this critical ceremony by reducing the time for preparation and for discussion.

What are two issues that these actions by the project manager could cause? (Choose two)

A. Lessons learned from other teams to not be considered

B. A lot of discussions that yield no results or possibly too many results

C. A focus on the negative and a disinterest in further improvements

D. A lack of direction and motivation for the team in the workshop

E. Time management plan for the retrospective workshop to not be updated

ANSWER: B D

Explanation:

A lot of discussions that yield no results or possibly too many results and **A lack of direction and motivation for the team in the workshop** are the two likely consequences. A retrospective is intended to be a structured inspect-and-adapt activity in which the team identifies meaningful improvements and agrees on practical actions. Reducing preparation can mean that relevant data, previous action items, and a focused agenda are unavailable. Reducing discussion time can then prevent the group from exploring root causes, prioritizing observations, and converting ideas into a small number of owned, actionable improvements. The result may be either unfocused conversation with no clear outcome or a long, unprioritized list of potential changes that the team cannot realistically implement. Time pressure also undermines the facilitator's ability to establish purpose, encourage balanced participation, and create a safe environment for candid reflection. When team members feel rushed or believe that their input will not lead to action, engagement and motivation in the workshop decline. PMI emphasizes that agile teams regularly reflect on how to become more effective and adjust their behavior accordingly. See the Agile Manifesto principles and PMI's Disciplined Agile retrospective guidance.

QUESTION NO: 46

A project is approaching the closure phase. The project manager realizes that the team has consumed more hours than what was budgeted because some nonfunctional security requirements were not considered during project initiation.

What should the project manager do to avoid this issue in the future?

A. Conduct a mandatory security awareness program for all project team members.

B. Hold a retrospective on why the requirements were overlooked and update organizational process assets.

C. Change the status in the risk register to issue and activate the response plan.

D. Meet with team members of the security department and require the department to be involved from the project's start.

ANSWER: B

Explanation:

"Hold a retrospective on why the requirements were overlooked and update organizational process assets." is correct because the question asks how to prevent recurrence on future projects, rather than how to address the current project's cost overrun. A retrospective or lessons-learned activity enables the project team and relevant stakeholders to identify the root cause of the omission: for example, an incomplete requirements-discovery approach, inadequate engagement of security expertise, or missing prompts in initiation and planning artifacts. The resulting lessons should be captured in organizational process assets, such as requirements-management procedures, initiation checklists, stakeholder-identification guidance, estimating practices, and templates that explicitly address nonfunctional requirements. Those reusable assets help future teams consider security, performance, privacy, reliability, and other quality attributes early enough to estimate and plan the work appropriately. This reflects PMI's emphasis on tailoring project practices, maintaining knowledge for future use, and continuously improving delivery capabilities. The lessons should be made accessible to the organization and incorporated into its standard ways of working so that the learning produces a durable preventive control, not merely a discussion at project closure. See PMI's PMBOK® Guide and Standards and guidance on lessons learned.

QUESTION NO: 47

Eight highly qualified experts have been assembled to work for a 6-month period on an a specific aspect of an organization's product development process. How should the

project manager support this team to succeed?

A. Hand over control of specific aspects of their roles as experts and let them agree on their own timelines and targets.

B. Bring in a senior colleague who is also an expert to ensure the team is on track to achieve the goals and objectives.

C. Define roles and targets for all team members and regularly follow up with one-to-one meetings to review progress.

D. Work with the team members to define the overall objective and support them to engage around the goal.

ANSWER: D

Explanation:

“Work with the team members to define the overall objective and support them to engage around the goal” is correct because a team of highly qualified experts is most likely to perform well when the project manager establishes a shared purpose and enables collaboration rather than directing each specialist’s work. A clear, jointly understood objective aligns the experts’ diverse knowledge with the product-development outcome, helps them make effective day-to-day decisions, and creates accountability for collective results. The project manager’s support should focus on facilitating communication, removing impediments, providing needed resources, and maintaining alignment with organizational priorities. This is consistent with the PMI emphasis on leadership that enables team members, promotes a collaborative environment, and builds a common understanding of value and desired outcomes. For a temporary, knowledge-intensive effort, engaging the team around an agreed goal also encourages ownership and productive cross-functional problem solving throughout the six-month assignment. PMI’s guidance on agile and adaptive ways of working recognizes that empowered teams benefit from leaders who facilitate, coach, and help clarify objectives rather than centrally controlling expert execution. See PMI’s PMBOK® Guide and Standards and the Agile Practice Guide for related guidance on collaborative, empowered teams and servant leadership.

QUESTION NO: 48

A project lead is working on a large-scale, high-profile hardware development project for a new smartphone. The project sponsor has requested that a major priority feature almost fully

developed be considered optional. At the same time, a new priority feature that has never been discussed is being added.

Which two actions should the project lead take? (Choose 2)

A. Ask the project sponsor to add funds to the project budget for the extra work.

B. Advise the product owner to deliver the original feature as a priority because it is almost completed.

C. Ensure the product owner reflects the change in the product backlog.

D. Ask the project sponsor to review the contract to check if there are penalties for this change.

E. Continue to monitor the budget and project timeline and escalate issues to management as needed.

ANSWER: C E

Explanation:

Ensure the product owner reflects the change in the product backlog. The sponsor’s request changes the relative value and priority of planned work: a nearly complete feature is no longer mandatory, while a newly identified feature requires consideration. In an adaptive delivery environment, the product backlog is the transparent, ordered source of work. The product owner is accountable for ordering backlog items to maximize product value, so updating it makes the changed priorities visible and enables the team to make an informed decision about what to undertake next. This preserves traceability while ensuring that work remains aligned with current stakeholder needs.

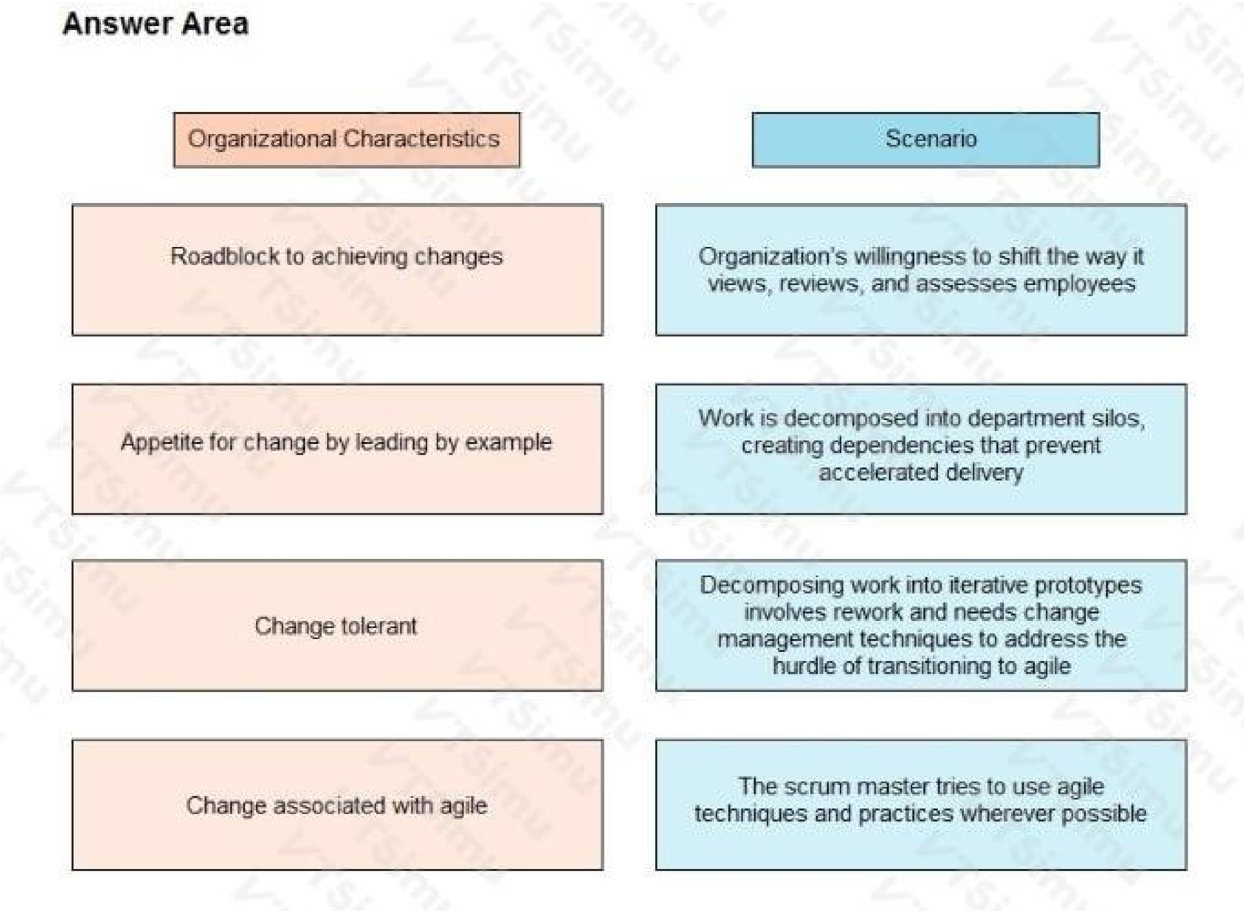
Continue to monitor the budget and project timeline and escalate issues to management as needed. Reprioritization can affect cost, schedule, resource use, dependencies, and delivery commitments, particularly on a large hardware project. The project lead should assess and continuously monitor these impacts rather than assume that swapping features is cost- or schedule-neutral. Escalation is appropriate when the resulting impacts exceed the project lead’s authority, tolerance thresholds, or agreed governance limits. This supports timely management decisions and maintains alignment with organizational oversight. PMI emphasizes tailoring delivery approaches, maintaining transparent backlogs in agile work, and actively managing constraints and stakeholder expectations. See PMI’s Agile resources and PMBOK® Guide resources.

QUESTION NO: 49 - (DRAG DROP)

DRAG DROP

Drag the organizational characteristics on the left to the correct scenario on the right.

Select and Place:



ANSWER:

Answer Area

Organizational Characteristics	Scenario
Roadblock to achieving changes	Appetite for change by leading by example
Appetite for change by leading by example	Roadblock to achieving changes
Change tolerant	Change associated with agile
Change associated with agile	Change tolerant

Explanation:

An organization’s willingness to change how it views, reviews, and assesses employees demonstrates an appetite for change by leading by example. This is an organization-level signal that leadership is prepared to reinforce agile values through its own management systems, rather than merely asking delivery teams to behave differently. When performance and assessment practices evolve, the organization is actively supporting the cultural change needed for agile ways of working.

Work decomposed into departmental silos, with dependencies that prevent accelerated delivery, is a roadblock to achieving changes. Agile delivery depends on timely collaboration, rapid feedback, and the ability to deliver value across the full flow of work. Cross-functional coordination and reduced handoffs help an organization address this type of constraint.

Decomposing work into iterative prototypes can create rework and calls for change-management techniques, which is change associated with agile. Agile work intentionally uses short learning cycles: teams build, inspect results, gather feedback, and adapt. This iterative approach can alter plans or solution details as understanding improves, so organizational change practices help people adopt and sustain the new approach.

A scrum master trying to use agile techniques and practices wherever possible reflects a change-tolerant environment. Such an environment permits experimentation, learning, and adaptation in pursuit of better delivery outcomes. This is consistent with PMI’s discussion of tailoring and adaptive approaches in the Agile Practice Guide and with the Scrum Guide’s focus on empiricism, inspection, and adaptation in the Scrum Guide.

QUESTION NO: 50

A project manager is scheduled to meet with a client for their weekly risk management meeting. The project manager observed that one of the tasks which had external dependencies is delayed by one week. The project manager knows this will have an impact but does not know the exact details.

What two things should the project manager do? (Choose two)

A. Discuss the issue with the external supplier's authority.

B. Review the lessons learned from similar past projects.

C. Gather additional information and estimate the impact.

D. Update the issue log and bring this up in the meeting with the client.

E. Wait for the client to raise a concern and collect more information.

ANSWER: C D

Explanation:

“Gather additional information and estimate the impact” is appropriate because the one-week delay is a known event that requires analysis before the project manager can determine its effect on schedule milestones, cost, scope, resources, downstream activities, and any relevant contractual commitments. The project manager should promptly work with the responsible parties and planning information to assess the magnitude, timing, and likelihood of further consequences. This supports an informed recommendation and enables appropriate response planning.

“Update the issue log and bring this up in the meeting with the client” is also appropriate. Because the delay has already occurred, it should be documented and actively managed as an issue, including its owner, current status, impact assessment, actions, and escalation needs. Raising it transparently during the scheduled client meeting supports stakeholder engagement, shared awareness, and timely decisions about mitigation, corrective action, or changes. PMI’s guidance treats risk management as an ongoing process of identifying, analyzing, responding to, and monitoring uncertainty, while project work also requires tracking and managing issues that have materialized. See PMI’s project risk management guidance and PMI standards resources.

QUESTION NO: 51

Asoftware company is planning to release a new cloud-based application. The project stakeholders are concerned about the support model and how it will ensure

availability of support staff to address the issues from users across the globe.

What should the project manager do when developing the risk management plan? (Choose 2)

A. Demonstrate auto-recovery procedures to the project stakeholders.

B. Be certain that cloud based applications are proven to be free from issues.

C. Document the risk tolerance levels of the project stakeholders.

D. Categorize the risks based on the project objectives and requirements.

E. Feed the frequently asked questions (FAQs) in the cloud based application.

ANSWER: C D

Explanation:

Document the risk tolerance levels of the project stakeholders because the risk management plan must establish the basis for evaluating and prioritizing uncertainty. For a globally supported cloud application, stakeholders may have different thresholds for service disruption, delayed incident response, inadequate regional coverage, or support-staff unavailability. Recording these tolerances allows the team to define meaningful risk thresholds and escalation criteria, then make response decisions that reflect the organization’s and stakeholders’ acceptable exposure.

Categorize the risks based on the project objectives and requirements because a structured set of risk categories helps ensure that support-model risks are identified comprehensively and assessed consistently. Relevant categories can include operational readiness, staffing and capacity, service availability, geographic coverage, vendor dependencies, technology, and stakeholder requirements. Connecting categories to objectives and requirements makes it easier to recognize how an unavailable support capability could affect expected service levels, customer experience, and release outcomes. The resulting risk management plan can then guide ongoing identification, analysis, ownership, monitoring, and response planning throughout the project. PMI describes risk management as addressing uncertainty that can affect objectives and emphasizes tailoring risk practices to the project context and stakeholder needs. See PMI’s project risk management guidance and the PMBOK® Guide overview.

QUESTION NO: 52

Health Records Modernization at Hospital Case Study

A project manager led a health records modernization project at a hospital with a project budget of $US5 million and an 18-month timeline. The project involved multiple stakeholder groups including medical, administrative, and IT staff; board members; patients; insurance companies; external vendors; regulatory bodies; and union representatives.

Stakeholder management was complex and a major undertaking for the project manager, but it was critical to achieve a positive project outcome. When the project started, the project manager conducted stakeholder analysis, using the information to create both a power/interest and an influence/impact matrix. The analysis showed that while the hospital board members and regulatory bodies had high power but moderate interest, the medical staff (doctors and nurses) had both high influence and high impact on the project. Administrative staff showed high interest but lower power, while patients and insurance companies had moderate interest and varying levels of influence. Based on the analysis, the project manager created a stakeholder engagement strategy that documented expectations, communication preferences, and influence levels in a stakeholder register. The project manager also made a RACI (responsible, accountable, consulted, informed) chart to show roles and responsibilities; and created communication channels and frequency for each stakeholder group, an issue escalation system, and a feedback system for continuous stakeholder input.

To execute the modernization process of health records, the project manager realized that medical staff members would need to change their daily workflows. To facilitate change management for these stakeholders, the project manager created a clinical advisory committee, appointed department-specific “champions,” created focus groups for requirements gathering, started a training program, and developed key performance indicators (KPIs) to measure satisfaction.

During project execution, several challenges emerged. The doctors expressed concerns about the system’s impact on patient care, the nurses’ union raised workload concerns, the IT department faced resource constraints, the insurance companies requested additional features, and the administrative staff worried about data security. The project manager responded to these challenges by increasing the frequency of stakeholder meetings, implementing a change management program, creating a beta system for stakeholder testing, developing contingency plans for various stakeholder scenarios, and establishing an issue resolution process.

Despite these mitigation efforts, the medical staff required additional training, leading to a change request for a 2-month extension and a 10% budget increase. The board of directors approved this to help ensure high adoption and satisfaction rates among staff members. The project helped establish new good practices in future programs for stakeholder management in the organization’s project management office (PMO). The documented lessons learned became a reference for future projects of similar scope and complexity.

The project manager leading the project to modernize health records in a hospital has a particular concern about clinical stakeholders—the doctors and nurses. As part of the stakeholder engagement plan, the project manager created the clinical advisory committee.

What was the objective of the project manager’s action?

(Refer to the Health Records Modernization at Hospital Case Study exhibit.)

A. To obtain early stakeholder buy-in and continuous feedback from key medical staff.

B. To document medical specifications to improve the technical elements of the process.

C. To reduce project overhead by engaging the medical staff in the execution process.

D. To comply with medical regulatory requirements by learning about them from the medical team.

ANSWER: A

Explanation:

To obtain early stakeholder buy-in and continuous feedback from key medical staff is the correct objective. Doctors and nurses are identified as stakeholders with high influence and high impact, and they must alter their daily clinical workflows to use the modernized records system. Creating a clinical advisory committee gives these essential users a structured, ongoing forum to contribute their perspectives, validate that proposed processes support patient care, surface adoption concerns early, and help shape practical implementation decisions. This engagement approach builds ownership among the people most affected by the change and creates a reliable feedback path throughout execution, testing, training, and rollout. It also supports the project manager’s broader stakeholder engagement strategy, which includes communication planning, feedback mechanisms, issue escalation, and change-management activities. In PMI practice, stakeholder engagement is deliberately managed to promote stakeholder support and minimize resistance, especially where stakeholder expectations and operational impacts are significant. An advisory committee is an appropriate engagement mechanism because it enables active collaboration rather than merely distributing information. The later need for added training reinforces the importance of continuing to listen to and work with clinical users to achieve sustainable adoption and satisfaction. See PMI's overview of stakeholder engagement at PMI: Project Stakeholder Management Strategies and its foundational standards resources at PMI Standards and PMBOK® Guide.

QUESTION NO: 53

A company has started developing a new product. During execution the project team notices that another competitor has launched a product with

very similar functionalities and a cheaper market price.

What should have been done differently to avoid this scenario?

A. A minimum viable product (MVP) should have been released to get feedback from the market.

B. More backlog refinement meetings should have been scheduled.

C. The Kanban method should have been utilized to optimize the work in progress (WIP).

D. An iterative life cycle approach should have been adopted.

ANSWER: A

Explanation:

A minimum viable product (MVP) should have been released to get feedback from the market. An MVP is an early version of a product containing sufficient functionality to provide value to early users and to test key assumptions about customer needs, product desirability, and market response. Releasing it early allows the organization to learn directly from customers, validate whether its planned features and price proposition are competitive, and make evidence-based decisions before investing heavily in a full solution.

In a fast-changing market, early delivery also shortens time to market. The team can establish a market presence, gather feedback, prioritize the most valuable enhancements, and adapt the product roadmap as competitor activity and customer expectations emerge. This approach supports agile product development because value is delivered in small, usable increments while uncertainty is reduced through frequent inspection of real outcomes. In this case, an early MVP could have exposed the competitive threat sooner and enabled the company to adjust functionality, pricing, positioning, or release timing based on validated market information. PMI describes agile approaches as emphasizing frequent delivery and feedback-driven adaptation; see PMI's Agile Practice Guide. The concept of using an MVP to test assumptions is also described in the Scrum.org overview of MVPs.

QUESTION NO: 54

A project manager for an agile project is concerned that the team has been losing momentum over the last iterations. Which two tools should the project manager use to

analyze team performance? (Choose two)

A. 0Project schedule

B. Product backlog bumup chart

C. Work breakdown structure (WBS)

D. Cumulative flow diagram of completed features

E. Burndown chart

ANSWER: D E

Explanation:

Cumulative flow diagram of completed features and **Burndown chart** provide complementary empirical views of an agile team's delivery performance over time. A cumulative flow diagram visualizes the volume of work in each workflow state, enabling the project manager to see whether work is flowing steadily, whether queues are increasing, and whether completed work is accumulating at a slower rate. This makes it useful for identifying changes in throughput and potential bottlenecks that can contribute to lost momentum.

A burndown chart shows the amount of remaining work across an iteration or release period. Comparing the actual remaining-work trend with the expected trend helps the team determine whether it is completing planned work at a sustainable pace. Used together, these visualizations support inspection of both workflow flow and progress toward the iteration objective, giving the team factual information for adaptation during retrospectives and planning. Scrum relies on transparency, inspection, and adaptation, while agile teams use visual metrics to understand delivery patterns and improve their ways of working. See the Scrum Guide and PMI's Agile resources.

QUESTION NO: 55

Before an application update can be released, the operations team must agree on readiness. This is a listed requirement in the project management plan. Prior to the

next release, the operations team leader requests a meeting so that the operations team can be ready for acceptance and support.

Which two actions should the project manager take? (Choose 2)

A. Call an emergency project team and stakeholder meeting to assess the situation.

B. Engage members of the operations team to gather their feedback and suggestions.

C. Arrange for a product demo with the operations team.

D. Note the operations team delay in the issue log and assign a team member to monitor.

E. Review the definition of done (DoD) with the stakeholders.

ANSWER: B C

Explanation:

"Engage members of the operations team to gather their feedback and suggestions" is appropriate because the operations team is a key stakeholder group whose readiness is an explicit release requirement. The requested meeting gives the project manager an opportunity to actively collaborate with the people who will accept, deploy, operate, and support the update. Gathering their input helps identify support needs, operational constraints, handover expectations, and any readiness activities that must be completed before release.

"Arrange for a product demo with the operations team" is also appropriate because a demonstration provides a shared, practical understanding of the delivered functionality. It enables the operations team to assess how the update will behave in production and prepare acceptance and support procedures. Together, engagement and a demonstration promote early stakeholder involvement, clear communication, and successful transition of deliverables into the operating environment. This reflects PMI's emphasis on tailoring stakeholder engagement and enabling delivery of value through collaboration with users and operational stakeholders. See PMI's overview of the PMBOK® Guide and Standards and its guidance on stakeholder management strategies.

QUESTION NO: 56

During a project's execution phase, two team members are having conflicts with other team members within the team on technical and interpersonal levels. Which two actions should the project manager take first to address this conflict? (Choose two)

A. Ask human resources (HR) to intervene before it escalates and affects the team's performance.

B. Arrange individual meetings with the team members who cannot work together effectively.

C. Address the conflict during team meetings for the entire team to participate and find solutions.

D. Discuss the conflict early among the affected team members using a direct, collaborative approach.

E. Plan to resolve the team members' conflicts after the sprint and focus on achieving the goal.

ANSWER: B D

Explanation:

“Arrange individual meetings with the team members who cannot work together effectively” is an appropriate initial action because it lets the project manager understand each person’s perspective, the technical facts, interpersonal concerns, and the conflict’s impact without immediately exposing the discussion to the full team. These conversations also help establish psychological safety and prepare the individuals for constructive resolution.

“Discuss the conflict early among the affected team members using a direct, collaborative approach” follows PMI’s emphasis on addressing conflict promptly and constructively. Collaboration focuses on identifying the underlying interests and jointly developing a solution that addresses the technical work and preserves productive working relationships. The project manager should facilitate respectful, fact-based communication and guide the affected people toward an agreed path forward. Early, direct engagement prevents unresolved tension from worsening and supports effective team performance during execution. PMI recognizes conflict management and team development as important leadership activities for project managers; see PMI’s PMBOK® Guide and Standards and PMI’s guidance on conflict management in project teams.

QUESTION NO: 57

At a project meeting, a business analyst requires input from a marketing consultant to continue working on a task. The business analyst has tried

to contact the consultant but has been told that the consultant does not have the time to discuss the project.

What should the project manager do to move the project forward?

A. Escalate the issues about the consultant to the functional manager so the consultant dedicates the necessary time to the project.

B. Include a new project risk into the risk register and allocate the consultant as the risk owner as it is their responsibility to provide input.

C. Discuss the request with the consultant and set up time with the business analyst and consultant to discuss the project requirements.

D. Urge the business analyst to continue contacting the consultant to discuss the project since this is the responsibility of the business analyst.

ANSWER: C

Explanation:

Discuss the request with the consultant and set up time with the business analyst and consultant to discuss the project requirements. The project manager’s immediate responsibility is to facilitate stakeholder engagement and remove an impediment that is preventing work from progressing. A direct conversation with the consultant allows the project manager to understand the consultant’s availability, clarify the importance and urgency of the needed input, and agree on a practical, scheduled interaction with the business analyst. This is a collaborative response that promotes timely communication and shared ownership while maintaining a constructive relationship with a key project stakeholder.

Scheduling a focused discussion also creates a clear path for eliciting the marketing information needed to complete the task, rather than leaving the business analyst to repeatedly pursue an unavailable stakeholder. PMI emphasizes proactively engaging stakeholders, addressing their needs and expectations, and managing communications so that project work can proceed effectively. The project manager should first seek this direct, cooperative resolution and coordinate the required discussion. See PMI’s overview of stakeholder management strategy and its PMBOK® Guide and Standards.

QUESTION NO: 58

A project manager has been assigned to an education project with the objective of training a workforce in application development. One of the deliverables is to provide internships to the best students in the customer's active projects. However, the customer does not have enough projects in progress right now. The project manager decides to create several internal projects in order to ensure the internships.

Which three actions should the project manager take to fulfill this scenario without adding costs for the customer? (Choose three)

A. Use the project's contingency budget.

B. Manage the quality of the delivery.

C. Influence the client to initiate a new project.

D. Create a change request with the scope of the new internal projects.

E. Create a work breakdown structure (WBS) of the new scope with the internal projects.

ANSWER: C D E

Explanation:

“Influence the client to initiate a new project,” “Create a change request with the scope of the new internal projects,” and “Create a work breakdown structure (WBS) of the new scope with the internal projects” together apply appropriate stakeholder engagement, integrated change control, and scope-planning practices. The project manager should first work with the customer to identify potential project opportunities that can provide meaningful internship assignments. This supports the intended training benefit while aligning any work with customer needs rather than treating internships as unrelated activity. Because establishing internal projects changes the work needed to deliver the internship component, the project manager must formally document the proposed scope change and submit it through the project’s change-control process. Once the change is approved, the new work must be decomposed into a WBS so it can be planned, estimated, assigned, monitored, and controlled. The WBS establishes the scope baseline detail needed to manage the additional internal-project work responsibly and to ensure that it supports the internship deliverable. PMI identifies integrated change control and scope decomposition as core project-management practices; see the PMBOK® Guide and Standards and PMI’s overview of effective change control.

QUESTION NO: 59

A project sponsor insists that the project scope for a new product launch should include two geographical locations. However, after the project scoping session was

done, a project charter was completed and approved with one location only.

What should the project manager do?

A. Ask the sponsor to increase the budget and schedule of the project to accommodate the additional scope.

B. Encourage the sponsor to start another project for the additional location so that the current project is not impacted.

C. Assess the impact to the scope and submit a change request for approval of the two locations before including them in the scope of the project.

D. Discuss with the sponsor that the project scope is approved and it is not possible to include two locations as it will affect the budget.

ANSWER: C

Explanation:

Assess the impact to the scope and submit a change request for approval of the two locations before including them in the scope of the project. The approved project charter formally authorizes the project and documents its high-level scope, including the initially approved single location. Adding a second geographical location changes that authorized scope and may affect requirements, deliverables, estimates, schedule, budget, resources, risks, stakeholders, procurement, and benefits. The project manager should first evaluate those impacts with appropriate subject matter experts and then use the organization's integrated change control process to document, review, and obtain the required authorization for the proposed expansion. The sponsor's support is important, but it does not itself replace formal approval of a scope change. Once the change is approved by the authorized change control authority, the project manager can update applicable plans and baselines and communicate the decision to stakeholders before implementing the additional work. This approach preserves governance, traceability, and alignment between the charter, approved plans, and project execution. PMI describes the project charter as the document that formally authorizes a project and records high-level requirements; it also emphasizes evaluating and approving changes through an integrated process. See PMI's PMBOK® Guide and Standards and PMI guidance on integrated change control.

QUESTION NO: 60

A project team is working for a client in the international banking sector, where frequent regulatory changes are common. On the current project, the team will verify compliance with a new

legal framework which aims to strengthen regulation, supervision, and risk management.

What should the project manager do first?

A. Create a dedicated team to monitor regulation changes.

B. Make a plan to address compliance issues.

C. Analyze compliance threats to the project.

D. Add a discovery phase to identify all potential regulation conflicts.

ANSWER: C

Explanation:

Analyze compliance threats to the project. is the appropriate first action because a new legal framework is an external change that can create uncertainty and affect scope, requirements, design, delivery dates, cost, quality controls, procurement, and operational acceptance. Before selecting a response or assigning work, the project manager needs a structured assessment of how the framework applies to the project and where noncompliance could arise. This includes identifying affected deliverables and processes, evaluating the likelihood and impact of compliance risks, determining relevant assumptions and dependencies, engaging appropriate legal, compliance, risk, and business specialists, and recording the results in the project's risk and issue-management approach.

This analysis gives the team decision-quality information for prioritizing compliance work and developing proportionate response actions. It also supports traceability between the regulatory obligation, project requirements, control activities, and acceptance criteria. In an international banking environment, regulatory expectations may vary by jurisdiction and can change during delivery, so early risk analysis enables proactive monitoring and timely updates to plans. PMI's standards emphasize tailoring risk management to the project context and managing external influences that may affect value delivery. The banking framework context is consistent with the Basel Committee's focus on strengthened regulation, supervision, and risk management. See PMI's PMBOK® Guide and Standards and the Bank for International Settlements overview of Basel III.

QUESTION NO: 61

A project manager was recently assigned to a banking IT project. The project team has been developing products using a predictive approach for more than 10 years,

but management wants the team to change to an agile approach. The project manager met with the team to introduce the agile approach. Most of the team members

complained about changing approaches because the performance of this team has always been above average among the IT teams in the bank.

Which two actions should the project manager take? (Choose two)

A. Interview the most resistant team members to persuade them to try to accept an agile approach.

B. Conduct training sessions with the team so that the team can understand what the agile approach and mindset are.

C. Ask the team to identify the product backlog and create a kanban board for the team to manage and follow the approach.

D. Meet with management to explain the team's resistance to the agile approach and request that they formally ask the team to implement agile.

E. Brainstorm with the team to understand the specifics of the team's project and to identity possible alternative approaches for the team.

ANSWER: B E

Explanation:

Conduct training sessions with the team so that the team can understand what the agile approach and mindset are. A transition from a long-established predictive way of working requires more than announcing a new framework or requesting immediate adoption. The project manager should help team members understand agile values, principles, roles, practices, and the reasons the approach may be suitable for the organization. Training builds shared knowledge and supports the mindset shift needed for empowered, collaborative, iterative delivery. PMI recognizes that effective agile adoption includes coaching, learning, and tailoring practices to the delivery context.

Brainstorm with the team to understand the specifics of the team's project and to identity possible alternative approaches for the team. The team’s strong performance and concerns are valuable inputs rather than obstacles to suppress. Collaborative discussion enables the project manager to understand the project’s uncertainty, delivery constraints, stakeholder needs, and organizational environment. The team can then participate in selecting and tailoring an appropriate approach, which may include agile practices, a hybrid model, or a phased transition. This engagement promotes ownership, addresses change concerns constructively, and aligns the method with the work. See PMI’s Agile Practice Guide resources and PMI Agile standards and guidance.

QUESTION NO: 62

A project manager learns that a technical specialist assigned to a critical path activity will be unavailable during the planned work period. The specialist reports to a functional manager in a matrix organization.

Which two actions should the project manager take? (Choose two)

A. Assess the effect of the specialist’s unavailability on the schedule and project objectives.

B. Negotiate with the functional manager for an alternative resource or revised availability.

C. Assign the activity to the least utilized team member without evaluating qualifications.

D. Remove the activity from the schedule baseline.

E. Wait until the activity start date to determine whether the specialist is available.

ANSWER: A B

Explanation:

Assess the effect of the specialist’s unavailability on the schedule and project objectives is appropriate because the project manager needs to understand the expected impact on the critical path, successor activities, costs, risks, and delivery commitments before selecting a response.

Negotiate with the functional manager for an alternative resource or revised availability is also appropriate in a matrix environment. Functional managers typically control resource assignments, and collaborative negotiation can identify a qualified replacement, adjusted allocation, or alternative timing. The project manager can then update plans and communicate any approved changes as needed. PMI recognizes resource availability and functional-manager coordination as important considerations in managing project resources. See PMI’s PMBOK® Guide and Standards.

QUESTION NO: 63

A geographically dispersed team updates the project status report during a weekly virtual meeting. Which two changes should the project manager implement after reviewing the latest update? (Refer to the Status Report exhibit and choose 2.)

A. Update the Budget status to “On Track”.

B. Update the Schedule status to “On Track”.

C. Update the Overall Project status to “At Risk”.

D. Update the Quality status to “At Risk”.

E. Update the Resources status to “At Risk”.

ANSWER: C E

Explanation:

Update the Overall Project status to “At Risk” and Update the Resources status to “At Risk” to ensure that the report accurately communicates both the specific constraint and its effect on the project’s overall health. A resource condition that could compromise planned work, delivery commitments, or the team’s ability to execute requires visible reporting rather than being hidden within a detailed workstream update. Marking resources as at risk makes the condition transparent to the appropriate stakeholders and supports timely management attention, such as reviewing capacity, availability, skills, or allocation. The overall status should also reflect the exposure when the resource concern has a meaningful potential effect on achieving project objectives. PMI emphasizes tailoring reporting and communications so stakeholders receive useful, timely information for decisions, while project work includes monitoring actual conditions and communicating material risks and issues. Consistent status indicators help maintain a shared understanding among geographically dispersed participants and allow governance decisions to be based on the project’s current forecast, not an outdated view. See PMI’s Standards and Publications and its PMI Lexicon of Project Management Terms.

QUESTION NO: 64

A project manager at a large corporation has been assigned to oversee a customer experience project. Within the project, customer satisfaction is

a big issue and there are many unresolved customer queries on a daily basis. The project manager has been informed that the customer service

team is overwhelmed with these unresolved queries.

Which two actions should the project manager take to correct this problem? (Choose two)

A. Contact the customers in batches and inform them that the issues are being worked on currently.

B. Confirm the issues truly exist by conducting a survey and other analyses that may detect the real issue.

C. Deploy solutions that will track, prioritize, and resolve queries as soon as possible.

D. Ask senior management to replace the customer service manager with a more qualified one.

E. Request that the customer service team prioritizes work on queries that are received this week.

ANSWER: B C

Explanation:

“Confirm the issues truly exist by conducting a survey and other analyses that may detect the real issue” is appropriate because the project manager should use facts to understand the scale, pattern, impact, and underlying causes of the unresolved-query backlog. Surveys, service data, trend analysis, and root-cause analysis help distinguish symptoms, such as an overwhelmed team, from causes such as ineffective intake processes, inadequate staffing, recurring product defects, missing knowledge articles, or poor escalation paths. This evidence supports an informed corrective-action decision.

“Deploy solutions that will track, prioritize, and resolve queries as soon as possible” is also appropriate because it establishes a managed response to the verified problem. A visible tracking mechanism creates accountability and measures backlog, aging, resolution time, and customer impact. Prioritization ensures urgent and high-impact requests receive attention first, while a resolution workflow helps the team systematically restore service and improve customer satisfaction. The project manager should monitor results and adjust the approach using the collected performance information. PMI recognizes root-cause analysis as a technique for identifying the source of a problem so that effective corrective action can be taken; see PMI’s root-cause analysis guidance. This approach also aligns with PMI’s emphasis on delivering value and responding to stakeholder needs, described in PMI’s PMBOK Guide resources.