



# PMI PMP Exam Questions

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## Question: 1

An internal virtual team is meeting daily to review iteration progress, as well as to conduct other technical and follow up calls with key stakeholders. The team seems to be disengaged.

How should the project manager approach this situation?

- A. Give the team members a few days off to reduce stress.
- B. Reduce the number of internal and external meetings.
- C. Review team assignments and reduce the workload.
- D. Schedule one-to-one meetings and team-building meetings.

### Answer:

D

### Explanation:

The project manager's role, particularly in an agile or hybrid environment, includes acting as a servant leader to foster team health and remove impediments. Team disengagement is a significant impediment. The most effective initial approach is to investigate the root cause directly with the team. Scheduling one-to-one meetings allows the project manager to understand individual perspectives and concerns in a confidential setting. Following up with team-building meetings helps to re-establish cohesion, trust, and a shared sense of purpose, which are often challenging to maintain in a virtual setting. This approach addresses the human and interpersonal dynamics at the core of the problem.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute, Inc.  
Section 2.2, Team Performance Domain: This domain emphasizes that "project teams are made up of individuals," and effective leadership involves creating a safe environment for communication and fostering team development. Scheduling meetings to understand concerns and build cohesion directly aligns with these principles (p. 41).
2. Project Management Institute. (2017). Agile Practice Guide. Project Management Institute, Inc.  
Section 5.2, Servant Leadership: This section describes the servant leader's role in "understanding and addressing team member needs and development" and "building a sense of community" (p. 34). One-on-one and team-building meetings are primary tools for fulfilling these responsibilities.
3. Hertel, G., Geister, S., & Konradt, U. (2005). Managing virtual teams: A review of current empirical research. *Human Resource Management Review*, 15(1), 69-95.  
DOI: <https://doi.org/10.1016/j.hrmr.2005.01.002>  
This research highlights that virtual teams require deliberate effort to overcome social isolation

and maintain cohesion. It emphasizes the importance of socio-emotional processes, such as team-building and frequent, high-quality communication (like one-on-ones), to foster engagement and performance (pp. 79-81).

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## Question: 2

A project management office (PMO) director finds that the project managers leading software development projects are not consistently seeking approval from other division leaders in cybersecurity and operations before deploying code into production. The PMO director asks the project manager to develop a solution for this issue.

What should the project manager do to fix this problem?

- A. Establish a daily scrum meeting and invite division leaders to attend so they can be aware of upcoming code releases.
- B. Provide division leaders with a teleconference phone number to call if they have concerns after code is deployed into production.
- C. Create a new policy requiring project managers to email division leaders before deploying code into production.
- D. Launch an enterprise governance structure comprised of division leaders to establish policies for code releases.

### Answer:

D

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### Explanation:

The issue described is a systemic failure in organizational governance, not a simple communication breakdown on a single project. Multiple project managers are inconsistently following a critical process. The most effective and sustainable solution is to address the root cause by establishing a formal governance structure. This structure, comprising the relevant division leaders, has the authority to create, mandate, and enforce a standardized policy for code releases across the enterprise. This ensures buy-in from key stakeholders (cybersecurity, operations) and embeds the required approval steps into the organizational process, preventing future occurrences.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition.  
Section 2.5, Organizational Governance Frameworks (p. 39): This section explains that governance provides the framework for decision-making, defining roles, responsibilities, and accountability. The problem is a governance gap, and establishing a governance structure (Option D) is the direct mechanism to address it.
2. Project Management Institute. (2021). The Standard for Project Management.  
Section 2.8, System for Value Delivery - Governance (p. 20): This standard states, "A governance

system works in conjunction with the value delivery system to enable smooth work flows, manage issues, and support decision making." The inconsistent approvals represent a failure in the governance system, which Option D aims to rectify.

3. Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (12th ed.). Wiley.

Chapter 3, Section 3.8, Committees (p. 108): This chapter discusses how committees and formal groups are used for "functional guidance and support" and making "major company decisions." Establishing a governance structure is a formal committee approach to enforce cross-functional policy, which is precisely what is needed to solve the described problem at an enterprise level.

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### Question: 3

A project manager is leading a product feature rollout that will gain more subscribers for a video-streaming application. During the backlog grooming phase, the business stakeholders were unable to

understand the feature integration with the product and raised concerns.

What can the project manager do to demonstrate the feature integration?

- A. Involve business stakeholders in the iteration retrospective.
- B. Include the business stakeholders in the iteration review.
- C. Review the backlog in detail with the business stakeholders.
- D. Create a task for the iteration review and add it to the backlog.

### Answer:

B

### Explanation:

The iteration review (often called a sprint review in Scrum) is the formal event specifically designed for the development team to demonstrate the working product increment to stakeholders. This provides a direct, interactive forum for business stakeholders to see the feature integration in action, ask questions, and provide immediate feedback. By including them in this ceremony, the project manager facilitates clear communication and ensures stakeholder understanding and alignment, directly addressing the concerns raised during backlog grooming.

### References:

1. Agile Practice Guide (Project Management Institute & Agile Alliance, 2017). Section 5.2.5, Iteration Review, p. 58. This section explicitly states, "At the end of each iteration, the team holds an iteration review to demonstrate the work that they have 'Done.' The product owner, the team, the sponsors, and all interested stakeholders are welcome to attend." This confirms the review's purpose is demonstration to stakeholders.
2. A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition (Project Management Institute, 2021). Section 2.3, Project Management Principles: Engage Stakeholders, p. 22. This principle emphasizes that "Engaging stakeholders proactively and effectively can mean the difference between project success and failure." The iteration review is a key method for engaging stakeholders by demonstrating progress and gathering feedback.
3. Stray, V., Sjberg, D. I., & Dyba, T. (2016). The roles of the sprint review in scrum projects. Journal of Systems and Software, 118, 106-124. The study identifies that a primary role of the sprint review is to "demonstrate the product increment, gather feedback from stakeholders, and foster collaboration between the Scrum team and stakeholders." (p. 106). This academic source validates the review as the correct venue for demonstration.

<https://doi.org/10.1016/j.jss.2016.04.063>

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## Question: 4

A project stakeholder complained that they did not receive an important delivery that was stated in the schedule. The team member responsible for this deliverable explained that they sent an email to the stakeholder, advising them that the deliverable would not be delivered on time. What should the project manager have done to avoid this situation?

- A. Ensured that the team member did not communicate directly with the project stakeholder.
- B. Confirmed that the stakeholder was made aware of the delivery delay.
- C. Told the team member to send the unfinished deliverable to the stakeholder and finalize it later.
- D. Communicated with the stakeholder directly regarding the delivery delay.

### Answer:

D

### Explanation:

The project manager is ultimately accountable for stakeholder management and communication. A delay in an "important delivery" is a significant issue that can negatively impact stakeholder satisfaction and project objectives. While team members communicate regularly, the project manager should take direct responsibility for conveying critical information, especially bad news, to key stakeholders. This ensures the message is delivered with the appropriate context, impact is properly assessed, and a mitigation plan can be discussed. Relying on a team member's email for such a crucial update is an ineffective communication method that fails to manage stakeholder expectations appropriately, leading to the exact situation described.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition.  
Section 2.7, Stakeholder Performance Domain (p. 65): This domain addresses activities and functions associated with stakeholders. It states, "Effective and efficient engagement of stakeholders contributes to successful project outcomes." The project manager leads this effort, which includes managing expectations and ensuring appropriate communication.  
Section 2.8, Project Work Performance Domain (p. 99): In the discussion on "Communication," it is noted that "The project manager is the central facilitator of communication." This reinforces the PM's primary role in ensuring critical messages are effectively transmitted and received.
2. Project Management Institute. (2017). Agile Practice Guide.  
Section 5.2.3, Stakeholder Engagement (p. 52): This section emphasizes the importance of managing stakeholder expectations and ensuring stakeholders are "aware of and engaged with



the project's progress, risks, and issues." The project manager is responsible for orchestrating this engagement, especially for significant issues like schedule delays.

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## Question: 5

An organization is using a hybrid delivery approach for a business project. The product owner, the person who was also managing the project, was promoted to a more senior role. A new project lead

has joined the project.

Which artifact should the project lead use to ensure that the project benefits have been identified?

- A. Solution architecture
- B. Product backlog
- C. Statement of work (SOW)
- D. Business case

### Answer:

D

### Explanation:

The business case is the primary project document that provides the justification for undertaking a project. It links the project's outcomes to the organization's strategic objectives and explicitly details the expected business benefits, both tangible and intangible. It is created during the initiation phase to establish the validity of the project's value. A new project lead would review this foundational document to understand the 'why' behind the project and the specific benefits it is intended to deliver to the organization.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute, Inc. Section 2.2.1, Project Management Business Documents, p. 30. This section states, "The project business case is a documented economic feasibility study used to establish the validity of the benefits of a selected component...".
2. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute, Inc. Table 2-1, Common Project Artifacts, p. 32. This table lists the Business Case under "Strategy" artifacts and describes its purpose as providing the "Business need, justification, and benefits."
3. Project Management Institute. (2017). The Standard for Project Management. Project Management Institute, Inc. Section 3.1, Project Management Business Documents, p. 546. This section describes the business case as the document that "includes the business need and the cost-benefit analysis...".

## Question: 6

A project is about to start with a global project team. Travel is not a viable option for project team members, so most will participate virtually.

What should the project manager do to engage the team?

- A. Have one-on-one meetings with team members to improve communication.
- B. Ask human resources (HR) for team-building recommendations.
- C. Schedule weekly team meetings to encourage collaboration.
- D. Invest in a virtual collaboration/colocation environment.

### Answer:

D

### Explanation:

For a global project team that cannot meet in person, establishing a robust virtual collaboration environment is the most critical first step to foster engagement. This "virtual colocation" creates a centralized digital space with tools for real-time communication, document sharing, and collaborative work, which simulates the benefits of a physical team room. This environment is the foundation upon which other engagement activities, such as regular meetings and one-on-ones, can be successfully built. It directly addresses the logistical barrier of distance and enables continuous team interaction and cohesion.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition.  
Section 2.4.3, Team Culture: This section emphasizes establishing a collaborative team environment. For virtual teams, it states, "...the project team can establish a team charter that establishes clear expectations on team interactions and create a virtual space for the team to collaborate." This directly supports investing in a virtual environment.
2. Project Management Institute. (2017). Agile Practice Guide.  
Section 4.2.3, Distributed Teams: The guide addresses the challenge of teams that cannot be physically collocated. It recommends using "virtual team spaces" and tools like "video conferencing, instant messaging, and collaborative whiteboards" to bridge the physical distance and foster a collaborative atmosphere. This aligns perfectly with creating a virtual colocation environment.
3. Hertel, G., Geister, S., & Konradt, U. (2005). Managing virtual teams: A review of current empirical research. Human Resource Management Review, 15(1), 69-95.  
Page 79, Section 3.2, Team Process: The research highlights that the appropriate use of communication technology is a critical success factor for virtual teams. It states that technology

must be selected to match task requirements and support team processes, underscoring the importance of a well-equipped virtual collaboration environment.

(<https://doi.org/10.1016/j.hrmr.2005.01.002>)

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## Question: 7

A project manager is using an agile approach. During the sprint planning meeting, the product owner

flagged a backlog item as high business value and easy to implement. However, the other team members identified a high dependency between this item and another item that is flagged as low business value and high complexity.

What should the project manager do to support the backlog prioritization?

- A. Prioritize the item flagged as high business value and low complexity for this sprint.
- B. Support the team to move both items to the next sprint when the team will know more.
- C. Facilitate the discussion until the team reaches an agreement about the two items.
- D. Prioritize the item flagged as a dependency with low business value and high complexity.

### Answer:

C

### Explanation:

In an agile environment, the project manager often acts as a servant leader or team facilitator. Their primary role is not to make unilateral decisions about prioritization but to foster collaboration and guide the team to a consensus. The scenario presents a conflict between business value (from the product owner) and technical dependencies (from the team). The most effective action is to facilitate a discussion. This allows the product owner to understand the technical constraints and the team to understand the business drivers, enabling them to collaboratively find the best solution, which might involve re-evaluating value, re-ordering the work, or finding a way to break the dependency.

### References:

1. Agile Practice Guide, Project Management Institute. Section 4.3, "Servant Leadership Empowers the Team," explains that a key role of the servant leader is to "facilitate the team's progress toward the goal" and "help the team and the product owner find a way to resolve the issue" (p. 34). The project manager should facilitate, not dictate.
2. A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition, Project Management Institute. Section 2.7.2, "Servant Leadership," highlights that servant leaders focus on "facilitating collaboration and courageous conversations" to help the team reach decisions. This directly supports facilitating a discussion to resolve the conflict.
3. The Standard for Project Management, Project Management Institute (published with PMBOK Guide - Seventh Edition). Section 3.5, "Project Team," under the "Project Performance Domain," emphasizes that "Project teams thrive in a collaborative environment where they can work with a project manager to achieve a shared objective" (p. 69). The project manager's role is to create

and support this environment.

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## Question: 8

A project manager has just received communication from an operational functional manager to complete an additional scope item for a project that was formally closed a few weeks ago. The scope

looks relatively small and simple to handle as part of the daily operations activity.

How should the project manager deal with this request?

- A. Submit a change request and allocate the budget and resources needed for execution.
- B. Confirm that the budget and resources are available to execute the work request.
- C. Check the alternative resources available in the organization for the request.
- D. Evaluate the nature of the request and plan communication accordingly.

### Answer:

D

### Explanation:

Since the project has been formally closed, its lifecycle is complete. The project team has been disbanded, the budget is closed, and the project manager's authority over that specific project has ended. Therefore, processes applicable to an active project, such as submitting a change request, are no longer valid. The project manager's primary responsibility is to first understand the request's nature (e.g., is it a latent defect, a new enhancement, or an operational issue?). After this evaluation, the project manager can professionally guide the functional manager on the appropriate organizational process to follow, which might be initiating a new project or routing the request to an operational team.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition.

Section 2.2.4, Closing the Project or Phase: This section details the activities for formally completing a project. It states, "This process involves finalizing all activities for the project, phase, or contract... and formally completing the project work and releasing the project team." This confirms that once a project is closed, its activities and resources are finalized, making options A, B, and C invalid as they assume the project is still active.

2. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition.

Section 4.7, Close Project or Phase: This process group explicitly defines the finalization of all project activities. Any new request after this point is outside the scope and authority of the closed project.

Section 4.6, Perform Integrated Change Control: The description of this process clearly places it

within the project's execution and monitoring phases, not after closure. The text states its purpose is "reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents, and the project management plan." This process is not applicable to a closed project.

3. Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (12th ed.). Wiley.

Chapter 16, Project Termination: This chapter discusses the formal process of closing out a project. It emphasizes that once termination is complete, the project structure is dismantled. Any subsequent work, even if related, must be treated as a new undertaking, requiring its own justification, approval, and initiation process. This supports the need to evaluate the request (Option D) to determine the correct path forward, rather than trying to append it to a non-existent project.



## Question: 9

An urgent meeting has been established with the project team to discuss the cause of some quality issues that are preventing delivery to the client. The product owner recommends a root cause analysis (RCA).

What should the project lead do?

- A. Facilitate the meeting so anyone can share their ideas and is heard during the session.
- B. Allow the team to self-organize so one of the resources can lead the team to achieve consensus.
- C. Discuss the product owner's recommendations with the team and implement the agreed-on solutions.
- D. Discuss the recommendations with the test manager and request better quality control.

### Answer:

A

### Explanation:

The project lead's primary responsibility in this scenario is to act as a servant leader and facilitator. A Root Cause Analysis (RCA) is a collaborative problem-solving technique that is most effective when the entire team can contribute openly and honestly in a psychologically safe environment. By facilitating the meeting to ensure everyone can share ideas and is heard, the project lead enables the team to collectively explore all potential causes, leading to a more accurate identification of the root issue. This approach fosters team accountability and aligns with modern project management principles that emphasize facilitation over direction, especially in complex problem-solving situations.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute.  
Reference: Section 2.2, Team Performance Domain. This domain emphasizes the project manager's role in fostering a collaborative team environment. Specifically, section 2.2.3, "Establishing a Culture of Respect and Safety," highlights the need for a safe environment for communication, which a facilitator is responsible for creating.
2. Project Management Institute. (2017). Agile Practice Guide. Project Management Institute.  
Reference: Chapter 5, "Implementing Agile: Creating an Agile Environment," Section 5.2.2, "Servant Leadership," p. 34. This section explicitly lists "Facilitating" as a core activity of a servant leader, which includes "facilitating team meetings and events to ensure the team has a productive forum for collaboration." This directly supports the action described in option A.

3. Verzuh, E. (2016). The Fast Forward MBA in Project Management (5th ed.). John Wiley & Sons.

Reference: Chapter 10, "Project Control: Keeping Your Project on Course." The text discusses problem-solving meetings, stating the project manager's role is to "facilitate the problem-solving process" and ensure that "the group identifies the root cause of the problem, not just a symptom."

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## Question: 10

A project manager is working on a unique project that is dissimilar to the project nature of the organization. The project manager is tailoring the artifacts for this new project.

Who should determine which artifacts should be used in the project?

- A. The project sponsor should select the project artifacts that the project manager and project management team should use in the project.
- B. The project manager and project management team should use the standard project artifacts from the database.
- C. The project stakeholders should meet and determine the project artifacts to be used by the project manager and the project management team.
- D. The project manager and the project management team should select the appropriate artifacts for use in the specific project.

### Answer:

D

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### Explanation:

According to the Project Management Institute (PMI), tailoring is a fundamental responsibility of the project manager, performed in collaboration with the project team. For a unique project, the standard organizational processes and artifacts may not be suitable. Therefore, the project manager and the team must use their professional judgment to select and adapt the most appropriate artifacts, tools, and processes to fit the specific context and needs of the project. This ensures the project is managed efficiently and effectively, maximizing value and aligning with project objectives.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute, Inc.  
Section 3.5, Tailoring, p. 69: "The project manager and the project team are responsible for tailoring the project management approach." This section explicitly assigns the responsibility for selecting and adapting processes and artifacts to the project manager and team.
2. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition. Project Management Institute, Inc.  
Section 2.4.2.2, Tailoring Considerations for Project Management Processes, p. 39: "The project manager and the project team select the processes to be used for the project." This reinforces

that the selection of project management elements is a core duty of the PM and team.

3. Shenhar, A. J. (2001). One Size Does Not Fit All Projects: Exploring Classical Contingency Domains. *Management Science*, 47(3), 394-414. <https://doi.org/10.1287/mnsc.47.3.394.9772>

This foundational academic paper supports the principle of tailoring, arguing that project management practices must be adapted based on the project's specific characteristics (contingency factors), a task inherently led by the project's management team.

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## Question: 11

Project progress meetings occur via virtual conference calls. In every project progress meeting, one team member continuously interrupts others during discussions. Other team members often have no opportunity to talk or complete their explanations. What should the project manager do?

- A. Speak individually with the team members who do not participate in conversations.
- B. Manage time efficiently using the agenda and ask each participant to contribute.
- C. Speak individually with the team member who always disrupts the conversations.
- D. Start the meeting with a review of the ground rules, meeting objectives, and the agenda.

### Answer:

C

### Explanation:

The most effective and professional action is to address the continuous disruptive behavior directly with the individual responsible. A private, one-on-one conversation allows the project manager to provide specific, constructive feedback without publicly embarrassing the team member. This approach directly targets the root cause of the problem-the individual's behavior-rather than just managing the symptoms. It facilitates an open dialogue to understand the reasons for the interruptions and to collaboratively agree on a resolution, which is a key aspect of effective conflict management and team leadership.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute.  
Section 2.8, Team Performance Domain: This domain covers activities related to managing conflict and fostering team development. It states, "Conflict is inevitable on projects. It can be beneficial when it leads to better ideas and optimal solutions. However, conflict can be destructive... The project manager and the team work together to establish a safe, respectful environment where ideas can be shared and disagreements can be discussed professionally." Addressing a disruptive member directly and privately is a method of managing conflict professionally to maintain a respectful environment.
2. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition. Project Management Institute.  
Section 9.5.2.1, Interpersonal and Team Skills (Conflict Management): This section details conflict resolution techniques. The "Collaborate/problem solve" technique involves "treating conflict as a problem to be solved by examining alternatives." A private conversation (Option C) is a direct way

to problem-solve the disruptive behavior with the individual, which is more effective for a persistent issue than simply imposing a new meeting structure (Option B).

3. Project Management Institute. (2017). Agile Practice Guide. Project Management Institute. Section 5.2.2, Servant Leadership Responsibilities: A key responsibility of a servant leader is to remove impediments. A team member who continuously disrupts meetings is an impediment to team progress and collaboration. The guide states a servant leader should "address and remove impediments, obstacles, and blockers." A direct conversation is a primary method for addressing such an impediment.

## Question: 12

A company is launching a new product that has to be ready before the summer season begins. After the discovery process, the team realizes that the requirements are very uncertain. What should the project manager do?

- A. Invite stakeholders to discuss project requirements prioritization.
- B. Register a risk and define a contingency plan to finish the project on time.
- C. Ask to include some business subject matter experts (SMEs) in the team.
- D. Assist the team in proposing a minimum viable product (MVP).

### Answer:

D

### Explanation:

The scenario presents high requirements uncertainty coupled with a fixed deadline. This context is ideal for an adaptive (agile) development approach. Proposing a Minimum Viable Product (MVP) is a core tenet of such approaches. An MVP allows the team to build the smallest possible version of the product that delivers value and can be released to gather crucial feedback from early users. This "build-measure-learn" feedback loop is the most effective strategy to progressively clarify uncertain requirements while ensuring a valuable product increment is delivered by the deadline. It directly addresses the root cause of the problem-uncertainty-by using empirical data instead of assumptions.

### References:

1. Agile Practice Guide (Project Management Institute & Agile Alliance, 2017). Section 5.2.7, "Minimum Viable Product (MVP)," explains that an MVP's purpose is "to collect the maximum amount of validated learning about customers with the least effort." This directly applies to situations of high requirements uncertainty.
2. A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition (Project Management Institute, 2021). Part 1, Section 2.5.3, "Adaptive Approach," states, "Adaptive approaches are effective in environments with high levels of uncertainty and volatility, where requirements are not completely understood at the beginning of the project." This supports choosing a strategy like MVP.
3. Lenarduzzi, V., & Taibi, D. (2016). MVP explained: A systematic mapping study on the definitions of minimum viable product. 2016 42th Euromicro Conference on Software Engineering and Advanced Applications (SEAA), pp. 112-119. This study emphasizes that a primary goal of an MVP is to test hypotheses and validate the team's learning, which is the core need when requirements are uncertain. (<https://doi.org/10.1109/SEAA.2016.56>)

## Question: 13

A team realizes that there is no access to data that the project depends on to complete the current iteration. This dependency was known; however, the team is unsure of the available options to remove this obstacle.

What should the project manager do next?

- A. Guide the team to determine alternatives.
- B. Move the dependent task to the next iteration.
- C. Escalate the issue to the company's IT manager.
- D. Escalate the issue to the project sponsor.

### Answer:

A

### Explanation:

The project manager's primary role in this agile-like scenario is to act as a servant leader and facilitator. When the team encounters an impediment and is uncertain about the path forward, the project manager's immediate responsibility is to guide and empower them to solve the problem. Facilitating a session for the team to brainstorm and determine alternative approaches fosters team ownership, develops their problem-solving skills, and is the most effective first step to overcoming the obstacle. Escalating or deferring the work are secondary options, to be considered only after the team has explored its own capabilities to resolve the issue.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition.  
Section 2.2, Team Performance Domain: This domain emphasizes the project manager's role in fostering a collaborative environment where the team can "collectively solve problems." Guiding the team to find alternatives directly supports this principle of enabling and empowering the project team.
2. Project Management Institute. (2017). Agile Practice Guide.  
Section 5.2, Servant Leadership: This section details the role of a servant leader, which includes "Facilitating the team's progress toward the team goals" and "Helps the team and the organization to remove impediments." The action of guiding the team to determine alternatives is a core servant leadership practice.
3. Dierendonck, D. V., & Patterson, K. (2010). Servant Leadership: Developments in Theory and Research. Palgrave Macmillan.  
This academic work on servant leadership emphasizes empowerment and helping others grow. A



servant leader project manager would prioritize coaching the team to find their own solution (guiding them to determine alternatives) over taking over the problem or immediately escalating it. This approach builds team capability. (This is a foundational text, often cited in PMP-related leadership studies).

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## Question: 14

A project manager notices that a new junior team member's suggestions are constantly rejected by senior team members. The senior team members find the suggestions valid and innovative, but unrealistic. Following several project assignments, the senior members request to have the junior team member removed.

What should the project manager do next?

- A. Accept the demands and remove the junior team member.
- B. Encourage further and deeper discussions among team members.
- C. Group the new team members together for training purposes.
- D. Remove possible conflicts from future project assignments.

### Answer:

B

### Explanation:

The project manager's responsibility is to foster a collaborative environment and manage team dynamics. The core issue is a conflict stemming from differing perspectives on feasibility, not a lack of competence. Encouraging deeper discussion is a direct application of the "Collaborate/Problem Solve" conflict resolution technique. This approach treats the conflict as a problem to be solved, allowing the team to explore the innovative ideas and the practical constraints together. This can lead to a "win-win" outcome where the junior member learns about project realities and the senior members benefit from new perspectives, ultimately strengthening the team.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute, Inc.  
Section 2.2, Team Performance Domain: This section emphasizes the project manager's role in fostering a collaborative team environment and managing conflict. It states, "When conflict is handled with respect, it can help the team to reach better outcomes." Encouraging discussion (Option B) directly aligns with this principle.
2. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition. Project Management Institute, Inc.  
Section 9.5.2.1, Interpersonal and Team Skills (Conflict Management): This section details five conflict resolution techniques. "Collaborate/problem solve" (the approach in option B) is described as incorporating multiple viewpoints and insights, leading to consensus and commitment. It is presented as a win-win strategy, contrasting with "Force/Direct" (Option A) and "Withdraw/Avoid"

(Option D).

3. Verma, V. K. (1998). Conflict Management. In The Human Aspects of Project Management (Vol. 3). Project Management Institute.

Chapter 5, Conflict Management: This text identifies confronting (problem-solving) as the most effective method for conflict resolution. It involves open dialogue and a focus on finding the best solution for the project, which is precisely what encouraging deeper discussions among team members aims to achieve.

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## Question: 15

A project manager is leading a project when a key stakeholder requests additional work that is not in the scope. The stakeholder is also concerned that the project sponsors may not approve and fund the additional change in scope. What should the project manager do first?

- A. Evaluate the cost of the additional requested work.
- B. Evaluate the impact and submit a change request.
- C. Discuss the requested change with the sponsor.
- D. Discuss the requested change with the team.

### Answer:

B

### Explanation:

According to the formal change control process, the first step after receiving a change request is to assess its impact on all project constraints. This includes evaluating the effects on scope, schedule, cost, quality, resources, and risk. This comprehensive impact analysis provides the necessary information for decision-makers, such as the sponsor or a Change Control Board (CCB), to make an informed judgment. Documenting this analysis in a formal change request is a critical part of the process, ensuring transparency and proper governance. Acting on the request or approaching sponsors without this analysis would be premature and unprofessional.

### References:

1. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Section 4.6, Perform Integrated Change Control, p. 115. The text states, "Each change request has to be assessed for its impact on all project constraints..." This assessment is a prerequisite for the change request to be reviewed and approved or rejected.
2. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (7th ed.). Section 2.8, Project Work Performance Domain, p. 103. This section emphasizes that a key activity is "Managing Project Changes," which includes "documenting and evaluating the impacts of the change."
3. Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (12th ed.). John Wiley & Sons. Chapter 15, "Controlling," details the change control process, emphasizing that any proposed change must first be evaluated for its impact on the project's triple constraint (time, cost, scope/quality) before being submitted for approval.

## Question: 16

A critical project milestone was missed because one of the team members did not complete their tasks on time. This resulted in a heated discussion during a demonstration for the end users. What should the project manager do next?

- A. Discuss the issue with the team member in a one-on-one meeting.
- B. Ask the team member to justify the delay during a team meeting.
- C. Review the human resources (HR) policies for relevant corrective actions.
- D. Escalate the performance issue to the team member's functional manager.

### Answer:

A

### Explanation:

The project manager's immediate responsibility is to understand the root cause of the performance issue and address it constructively. A private, one-on-one meeting creates a psychologically safe environment for the team member to explain the situation, allowing the project manager to gather facts, provide feedback, and collaboratively develop a solution. This approach aligns with modern project management principles of servant leadership and effective conflict resolution, focusing on problem-solving rather than assigning blame. Public confrontation or immediate escalation can damage team morale and trust, hindering future performance.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute.  
Section 2.4, Team Performance Domain: This domain emphasizes that project managers are responsible for fostering team development and culture. Section 2.4.3 states, "A culture of respect is one in which team members show each other respect... This allows for a safe and supportive environment for all team members." A private meeting (Option A) supports this principle, whereas a public confrontation (Option B) undermines it.
2. Project Management Institute. (2017). Agile Practice Guide. Project Management Institute.  
Section 5.1.1, Servant Leadership: This section describes how servant leaders focus on understanding and addressing needs. It states a servant leader "facilitates and coaches, and removes impediments." The first step to removing an impediment related to performance is to understand its cause through direct, private communication.
3. Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (12th ed.). Wiley.  
Chapter 14, Conflict Resolution: This chapter discusses various conflict-handling modes. The "Confronting (Problem-Solving)" mode is identified as the most effective. It involves treating

conflict as a problem to be solved by the parties involved. A one-on-one discussion is the initial and most appropriate step in this problem-solving approach.

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## Question: 17

A customer reviewed the plan for a project with high uncertainty. The customer expressed concern

about the work requiring SO many iterations with a risk of not reaching the mandatory delivery date.

Which approach should the project manager use in this situation?

- A. Hybrid approach
- B. Predictive approach
- C. Kanban approach
- D. Agile approach

### Answer:

A

### Explanation:

The scenario describes a project with conflicting characteristics: high uncertainty, which calls for an adaptive (Agile) approach, and a mandatory delivery date, which is a firm constraint typical of predictive environments. A hybrid approach is the most suitable as it combines elements from both predictive and adaptive methodologies. This allows the project manager to use an iterative process to manage the uncertain work while employing a predictive framework to control the overall schedule and ensure the mandatory deadline is met. This directly addresses the customer's concern by providing a structured plan for the timeline while retaining flexibility in development.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute, Inc. Section 2.5.3, "Hybrid Development Approach," states, "A hybrid development approach is a combination of adaptive and predictive approaches. The result is a tailored approach that is fit for purpose...This approach can be effective when there is uncertainty or risk around the requirements, but also a fixed schedule or budget that drives the project."
2. Project Management Institute & Agile Alliance. (2017). Agile Practice Guide. Project Management Institute, Inc. Section 3.2, "Hybrid Approaches," explains that hybrid models are used to "leverage the strengths of both predictive and agile approaches" and are suitable for projects with elements of uncertainty that also require formal tracking against a baseline plan.
3. Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (12th ed.). Wiley. Chapter 27 discusses the integration of traditional and agile project management, noting that hybrid models are increasingly used to manage complex projects with

both defined and emergent requirements.

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## Question: 18

A stakeholder informs the project manager about a few compliance-related gaps and issues. The stakeholder then presents several suggestions to the project manager to address the issues.

What should the project manager do?

- A. Use the compliance issues to identify coaching and mentoring opportunities.
- B. Log the feedback from the compliance gaps in the lessons learned register.
- C. Review this with the project sponsor to avoid compliance gaps and issues.
- D. Discuss the suggestions with the staff responsible for the compliance issues.

### Answer:

D

### Explanation:

The project manager's immediate responsibility is to address identified issues. When a stakeholder reports compliance gaps and provides suggestions, the most effective and collaborative first step is to discuss the matter with the team members responsible for that specific area. This allows the project manager to validate the issue, understand its root cause, and evaluate the feasibility and impact of the proposed solutions with the subject matter experts on the team. This approach empowers the team and facilitates an effective and informed response.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition.

Section 2.4, Stakeholder Performance Domain: This domain emphasizes the importance of engaging stakeholders throughout the project. The scenario describes receiving feedback, which requires the project manager to analyze and process it with the appropriate team members to determine a course of action.

Section 2.2, Team Performance Domain: This domain highlights the project manager's role in fostering a collaborative environment where the team takes ownership of their work. Discussing the compliance issue with the responsible staff aligns with empowering the team to solve problems.

2. Project Management Institute. (2017). Agile Practice Guide.

Section 5.2, Servant Leadership: A key role of a servant leader is to facilitate problem-solving. By taking the stakeholder's suggestions to the team, the project manager is facilitating a collaborative discussion to find the best solution, rather than dictating or escalating prematurely.

3. Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (12th ed.). John Wiley & Sons.

Chapter 13, Project Control: This chapter details the control process, which involves identifying

problems (compliance gaps), determining the cause, and developing corrective actions. The most logical first step in this process is to consult with the team members who have direct responsibility and expertise in the area of concern.

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## Question: 19

A project manager is leading a hybrid project and is collaborating with the client to develop the project contract.

Some delays have been experienced due to unforeseen technical difficulties and new dependencies.

However, the project manager is optimistic about recovering the delays in the upcoming sprints.

A

key stakeholder asked the project manager if the contract deadlines can be met.

What should the project manager do first?

- A. Study the contract terms and deadlines to ensure they are not under risk and confirm them with the stakeholder.
- B. Clarify the current work progress, causes for delays, existing risks, and planned corrective actions.
- C. Submit a request for extra time and budget related to the dependencies and technical difficulties.
- D. Ask the stakeholder to remain calm and confirm that they are participating in all team meetings.

### Answer:

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B

### Explanation:

The project manager's first responsibility in this situation is to practice transparent and proactive communication. When a key stakeholder inquires about meeting contractual deadlines amidst known delays, the most appropriate initial action is to provide a comprehensive and honest assessment of the project's status. This includes clarifying what has been accomplished, the specific reasons for the delays, the current risks, and the proposed recovery plan. This approach builds trust, manages expectations, and provides the stakeholder with the necessary context to understand the situation, aligning with core principles of stakeholder engagement and communication management.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Newtown Square, PA: Project Management Institute.  
Reference: Section 2.2, Stakeholder Performance Domain. This domain emphasizes that "Effective stakeholder engagement includes implementing strategies and actions to promote productive involvement of stakeholders." Providing a clear, honest status update (Option B) is a fundamental strategy for productive engagement.

2. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Newtown Square, PA: Project Management Institute.  
Reference: Section 3.5, The Project Management Principles - "Effectively engage with stakeholders." This principle states, "Stakeholders can affect many aspects of a project... Proactive engagement with stakeholders throughout the project life cycle is a key factor for project success." Responding to a direct question with a full, transparent picture is a prime example of proactive engagement.
3. Project Management Institute. (2017). Agile Practice Guide. Newtown Square, PA: Project Management Institute.  
Reference: Section 5.2.2, Responsibilities of a Servant Leader. In hybrid and agile environments, the project manager acts as a servant leader. Responsibilities include "Communicating by sharing information" and "Facilitating team and stakeholder collaboration." Option B directly reflects these responsibilities by sharing information to facilitate a collaborative understanding of the project's state.

**Question: 20**

A project manager is in the process of closing out a project and has been asked by the project management office (PMO) to confirm that the transfer of knowledge to the operations team for support operations has been successfully completed. Which technique should the project manager apply to verify the knowledge transfer?

- A. Brainstorming
- B. Meetings
- C. Regression analysis
- D. Expert judgment

**Answer:**

D

**Explanation:**

Expert judgment is the most appropriate technique to verify the successful transfer of knowledge. This technique involves consulting with individuals who have specialized knowledge or expertise, such as senior members of the operations team and key project team members. These experts can assess the readiness of the operations team, review the transferred documentation and procedures, and provide an informed opinion on whether the knowledge has been adequately understood and absorbed. This qualitative assessment is crucial for confirming that the receiving team is fully capable of supporting the project's deliverable post-handover.

**References:**

1. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition. Section 4.7.2.1, Page 125. The guide lists expert judgment as a tool and technique for the "Close Project or Phase" process, stating it should be considered for "knowledge management actions to be taken to perform knowledge transfer."
2. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Section 4.5, "Models, Methods, and Artifacts." Expert judgment is listed as a commonly used method. The description notes that expertise is leveraged from individuals with specialized knowledge, which is precisely what is needed to validate the effectiveness of a knowledge transfer.

## Question: 21

A company is about to start a complex research project. Due to the level of uncertainty, the project

manager recommends the use of a hybrid approach; however, the organization only has experience

with predictive projects.

How can the project manager strategize the use of a hybrid approach to the organization?

- A. Present the benefits of a hybrid approach to key stakeholders to get their support.
- B. Create a project change request to execute the project using a hybrid approach.
- C. Send a letter to the project management office (PMO) requesting to use a hybrid approach.
- D. Submit a notification to the project team confirming they will be using a hybrid approach on the project.

### Answer:

A

### Explanation:

The core issue is introducing a new project management approach (hybrid) into an organization that is only familiar with another (predictive). This represents a significant organizational change. The most effective strategy for a project manager in this situation is to employ influence and communication skills to gain buy-in. By presenting the benefits of the hybrid approach-such as its ability to handle uncertainty in research while maintaining structure for other phases-to key stakeholders, the project manager can build a coalition of support. This aligns with the fundamental project management principle of stakeholder engagement, which is crucial for securing the resources and approval needed for a new, and potentially resisted, methodology.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute.  
Section 4.5, Stakeholder Performance Domain: This section emphasizes that "Effective and appropriate engagement with stakeholders promotes a positive project environment and the likelihood of a successful project." Specifically, section 4.5.2 states that effective engagement includes communicating in a way that helps stakeholders understand "the path forward, and how their needs are being met," which is achieved by presenting the benefits of the proposed approach.
2. Project Management Institute. (2017). Agile Practice Guide. Project Management Institute.  
Section 5.2, Organizational Change Management: This section discusses implementing new (agile/hybrid) ways of working. It states, "For a change to be successful, people need to

understand the reason for the change... The 'why' behind the change needs to be shared."  
Presenting benefits directly addresses the "why."

3. Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (12th ed.). John Wiley & Sons.

Chapter 4, The Project Manager: This chapter details the required competencies for a project manager, including being a communicator and an influencer. When introducing a new methodology that deviates from the organizational norm, the project manager must "sell" the idea to stakeholders by demonstrating its value and benefits to the project and the organization.

## Question: 22

A large global organization developed a new medical implant that requires compliance with local government regulations. The approval process for one country is lengthy and will impact the intended launch date.

What should the project manager do?

- A. Organize an online distribution channel from another country.
- B. Ask the sponsor to authorize the launch and then wait for approval.
- C. Ask the board to use their influence and speed up the approval.
- D. Work with the team to find ways to bypass the regulations.

### Answer:

B

### Explanation:

Regulatory approval is an external dependency that the project manager cannot control. Because the delay will change the approved launch date, the correct action is to escalate the variance to the project sponsor and request formal authorization for the schedule change. The sponsor, not the project manager, has authority to approve baseline changes and to engage higher-level stakeholders. Launching must wait until the required government authorization is obtained; acting otherwise would breach statutory law and PMI's Code of Ethics.

### References:

1. PMI, A Guide to the Project Management Body of Knowledge (PMBOK Guide), 6th ed., 2017, Sec. 2.2, pp. 29-30: Sponsor's role in approving major project changes.
2. PMBOK Guide, 6th ed., Sec. 11.5.2.5, pp. 437-438: "Escalate" response strategy for risks outside the project manager's authority.
3. PMBOK Guide, 6th ed., Sec. 6.6 (Control Schedule), p. 193: Variances that affect baselines require change requests to the sponsor.
4. PMI Code of Ethics and Professional Conduct, Responsibility 2.2 & Fairness 3.2 (2006): Obligation to comply with laws and regulations; prohibition on improper influence.
5. Reich, A. & Yang, S. "Ethical Decision-Making in Project Management," Project Management Journal, 48(3), 2017, pp. 5-6 (discusses escalation and legal compliance).



## Question: 23

A project team has finished its first iteration out of six. The iteration's delivery performance (velocity)

was 50%.

During the iteration retrospective, the team realizes that the complexity of the work was underestimated.

What should the project manager do?

- A. Update the issue log and escalate it to the project sponsor.
- B. Meet with the team to review internal actions to resolve the situation.
- C. Ask the technical manager to help the team with the issue.
- D. Ask to replace some team members with more experienced ones.

### Answer:

B

### Explanation:

The scenario describes an agile project where the team has completed its first iteration and is in a retrospective. The purpose of a retrospective is for the team to inspect its own processes and create a plan for improvements to be enacted in the next iteration. The team has correctly identified the root cause: underestimation of complexity. The project manager, acting as a servant leader or team facilitator, should guide the team to develop its own solutions. Meeting with the team to review internal actions empowers them to take ownership of the problem and adapt their processes, which is a fundamental principle of agile methodologies for achieving continuous improvement (Kaizen).

### References:

1. Project Management Institute. (2017). Agile Practice Guide. Section 5.3, Retrospectives (p. 50): "The retrospective is a special meeting for the team to conduct its own process improvement... The team discusses what went well, what did not, and what to change. The outcome is an actionable list of improvements that the team will implement." This directly supports the action in option B, where the team reviews and decides on internal actions. Section 4.2.2, Servant Leadership (p. 34): "Servant leaders facilitate and coach. They do not issue orders... They encourage the team to create its own solutions." This principle reinforces that the project manager's role is to facilitate the team's problem-solving (Option B), not to escalate or dictate solutions (Options A, C, D).
2. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition.

Section 2.3, Team Performance Domain (p. 47): "Project teams create a culture of accountability and respect... This includes the project team taking ownership of outcomes." Option B fosters this ownership, whereas the other options shift responsibility away from the team.

Section 2.7, Project Work Performance Domain (p. 78): "In some approaches, such as agile, the project team learns about and improves the process as the project work is being performed. This is known as empirical process control." The retrospective is a key event for this empirical control, making Option B the correct application of this concept.

## Question: 24

A project is currently in the execution phase. Because of the complexity of the project and the large number of regulatory requirements involved, the project manager decides to hold a management review with senior executives to ensure the successful implementation of project deliverables. What should the project manager review during the management review to ensure the meeting is effective?

- A. The deliverables that are performing well and those that need more work.
- B. Metrics and key performance indicators (KPIs) that objectively reflect the status of deliverables.
- C. Potential changes to the project's strategy and the feedback from senior executives.
- D. Specialized reports created specifically for the meeting as per directions from the project sponsor.

### Answer:

B

### Explanation:

For a management review with senior executives, presenting objective, data-driven information is most effective. Metrics and Key Performance Indicators (KPIs) provide a clear, evidence-based status of deliverables against the project's performance measurement baseline. This allows stakeholders to quickly understand performance, identify trends, and make informed governance decisions, which is crucial for a complex project with significant regulatory requirements. This approach aligns with the Measurement Performance Domain, which focuses on generating actionable data to facilitate decision-making and ensure the project stays on track to deliver value.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Newtown Square, PA: Project Management Institute, Inc. In the Measurement Performance Domain, it states, "Actionable data to facilitate decision making" is a desired outcome. It further explains that metrics like KPIs are used to "assess the status of the project" and "provide stakeholders with information they need." (Section 2.5, pp. 99, 111).
2. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition. Newtown Square, PA: Project Management Institute, Inc. The Monitor and Control Project Work process output, "Work Performance Reports," are intended to "generate decisions, actions, or awareness." These reports synthesize information on project status, progress, and performance metrics like schedule and cost performance. (Section 4.5.3.1, p. 112).
3. Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and

Controlling (12th ed.). John Wiley & Sons. Chapter 15, "Project Control," emphasizes that effective control and reporting systems rely on metrics and KPIs to provide management with a clear picture of project status, enabling them to take corrective action when necessary.

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## Question: 25

A project manager is performing the scrum master role for a project team of developers. At the daily

standup, a couple of developers complain about the noise from a neighboring team, the performance of their laptops, and the difficulty in booking meeting rooms.

What should the project manager do?

- A. Acknowledge the impediments and facilitate their resolutions.
- B. Note the impediments and escalate them to the product owner.
- C. Note the impediments and work on addressing them later.
- D. Assign actions to all stakeholders and oversee their implementation.

### Answer:

A

### Explanation:

In an agile or hybrid environment, the project manager acting as a scrum master functions as a servant-leader. A primary responsibility of this role is to remove impediments that hinder the team's progress. The issues raised by the developers (noise, laptop performance, meeting room availability) are classic examples of such impediments. The correct course of action is to acknowledge these blockers and actively facilitate their resolution. This allows the development team to maintain focus on delivering value and achieving the iteration goals. This approach fosters a productive environment and reinforces the project manager's commitment to supporting the team.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition.

Section 2.8, Project Team Performance Domain, p. 89: "The project team environment is affected by many factors... A key activity for the project manager is to foster an environment where the team can be successful. This includes activities such as removing impediments, obstacles, and blockers for the team."

Section 4.5.2, Leadership, p. 149: "Servant leadership focuses on understanding and addressing the needs and development of team members in order to enable the highest possible team performance... Servant leaders facilitate... by removing impediments, obstacles, and blockers..."

2. Project Management Institute. (2017). Agile Practice Guide.

Section 4.2.3, Servant Leadership Empowers the Team, p. 34: "Servant leaders... are good at establishing a culture of trust, and they help the team by removing impediments."

Section 5.2.4, Daily Standup, p. 55: "The team members update each other on their progress and

the impediments they are facing. The scrum master's role is to note the impediments and ensure they are resolved."

3. Stray, V., & Moe, N. B. (2020). Understanding coordination in global software engineering: A mixed-methods study on the use of meetings and Slack. *Journal of Systems and Software*, 170, 110717.

This study reinforces the purpose of the daily stand-up "to share status, coordinate, and identify impediments," confirming it as the appropriate venue for the team to raise such issues for the scrum master to address. (<https://doi.org/10.1016/j.jss.2020.110717>)

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## Question: 26

While a project manager is trying to build the first baseline for a project, a change request is being sent from one of the functional managers. What should the project manager do?

- A. Discuss this with the functional manager and related parties.
- B. Reject the functional manager's change request immediately.
- C. Analyze the impact of the change request on the project.
- D. Apply for a formal change control board (CCB) approval.

### Answer:

C

### Explanation:

The question states the project manager is in the process of building the first baseline. This means the project management plan and its components (scope, schedule, cost baselines) are not yet formally approved. In this pre-baseline phase, the plan is considered a draft and is subject to refinement through progressive elaboration. Therefore, the formal change control process is not yet in effect. The project manager's immediate and most appropriate action is to analyze the request to understand its potential impact on the project's objectives, constraints, and overall plan. This analysis is a crucial part of the planning process itself, helping to finalize a realistic and comprehensive baseline.

### References:

1. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition. Newtown Square, PA: Project Management Institute, Inc. Page 89, Section 4.2.3.1: "Before the project management plan is baselined, changes can be made as needed without following a formal process. Once it is baselined, changes have to be processed through the Perform Integrated Change Control process." This directly supports that a formal process (like CCB approval) is not yet required. Page 113, Section 4.6: The introduction to "Perform Integrated Change Control" describes it as the process for reviewing change requests after the project management plan has been baselined.
2. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Newtown Square, PA: Project Management Institute, Inc. Page 53, Section 2.5, Planning Performance Domain: This domain is described as an "evolving" activity. A request received during this phase is part of the iterative work to "produce a holistic approach to delivering the project outcomes." Analyzing the request is a fundamental part of this evolving planning effort.
3. Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and

Controlling (12th ed.). John Wiley & Sons.

Chapter 11, Planning: This chapter details that the planning phase is iterative. Before baselines are set, project plans are dynamic. The project manager's role is to incorporate stakeholder input and analyze impacts to develop the most viable plan for approval. This aligns with analyzing the request as part of the planning cycle.

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## Question: 27

A major public-transportation construction project is aimed at significantly reducing emissions. The project has been severely delayed due to noncompliance with environmental codes and bylaws. What should the project manager have done to prevent this?

- A. Incorporated sufficient schedule reserves based on similar delays in past projects.
- B. Appointed a senior environmental compliance officer to report directly to the project manager.
- C. Mapped environmental compliance requirements, identified risks to achieving them, and prepared mitigations.
- D. Approached the regulator for a partial waiver in light of the environmental importance of the project.

### Answer:

C

### Explanation:

The root cause of the delay was a failure to adhere to mandatory environmental codes, which are project constraints. The most effective and proactive measure is to integrate compliance management into the project planning phase. This involves thoroughly identifying all relevant legal and environmental requirements, assessing the risks associated with noncompliance, and developing a robust risk response plan with specific mitigation actions. This comprehensive approach ensures that compliance is managed as a core project objective rather than an afterthought, thereby preventing such delays.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition.

Section 3.4, Tailoring Compliance: This section explicitly states, "The project manager needs to identify all the compliance categories applicable to the project and any threats and opportunities associated with compliance." This directly supports the process of mapping requirements and identifying risks as described in option C.

Section 2.3, Planning Performance Domain: This domain covers the activities to organize, elaborate, and coordinate the work. This includes "explicit and implicit requirements" and developing "approaches to meet the requirements," which would encompass environmental codes.

2. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition.

Section 11.2, Identify Risks: This process is concerned with identifying individual project risks.

Noncompliance with environmental regulations is a significant risk that should be identified and documented in the risk register.

Section 11.5, Plan Risk Responses: This process involves developing options and actions to enhance opportunities and to reduce threats to project objectives. Preparing mitigations for identified compliance risks is a key output of this process.

Section 5.2, Collect Requirements: This process includes identifying and documenting requirements, which explicitly covers "Compliance requirements, such as laws, codes, standards, or regulations" (Section 5.2.3.1).

## Question: 28

A project manager is leading a cross-departmental project that involves many stakeholders.

During

the project, the project manager observes that the stakeholders are diverse and have different expectations about how the project should be handled. This leads to frequent confusion and misunderstandings among the stakeholders.

What should the project manager do to integrate the diverse stakeholder groups?

- A. Advise the team members to focus on project work and avoid getting distracted by the stakeholders' disagreements.
- B. Hold separate meetings with the individual stakeholders and escalate their concerns to the project sponsor.
- C. Develop a joint quality policy for the project and seek a commitment by all of the departments.
- D. Analyze the probability and impact of the risks linked with the situation and implement the proper response plan.

### Answer:

C

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### Explanation:

The core issue is a lack of alignment and shared understanding among diverse stakeholders, leading to confusion. The most effective way to integrate these groups is to facilitate a collaborative process that creates a common objective and a shared commitment. Developing a joint quality policy requires stakeholders to communicate, negotiate, and agree upon a unified set of standards. This act of co-creation directly addresses the root cause by building consensus and aligning expectations, thereby integrating the diverse groups into a more cohesive unit focused on a common project goal.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute, Inc.  
Section 2.2, Stakeholder Performance Domain: This domain emphasizes that "Effective stakeholder engagement involves working collaboratively with stakeholders to achieve project objectives while satisfying stakeholder needs and expectations" (p. 31). Developing a joint policy is a direct application of this collaborative principle to create alignment.
2. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition. Project Management Institute, Inc.

Section 13.3, Manage Stakeholder Engagement: The goal of this process is to foster appropriate stakeholder involvement and address issues. Facilitating a workshop to create a joint policy is a key technique for ensuring stakeholders are engaged and their expectations are aligned, thus resolving misunderstandings.

3. Aaltonen, K., & Kujala, J. (2010). A project lifecycle perspective on stakeholder influence strategies in global projects. *Scandinavian Journal of Management*, 26(4), 381-397.  
<https://doi.org/10.1016/j.scaman.2010.09.001>

This academic publication discusses strategies for managing stakeholders. A "collaborative stakeholder relationship management strategy" is identified as crucial for integrating stakeholder interests and ensuring project success, which supports the action described in option C.

4. Cleland, D. I. (1986). Project stakeholder management. *Project Management Journal*, 17(4), 36-44.

This foundational paper in project management highlights the necessity of proactively managing stakeholders to achieve project goals. The creation of a joint policy is a proactive measure to unify disparate groups around a common project element, directly in line with the principles of effective stakeholder management.

## Question: 29

At the end of a project's initiation phase, the budget was developed and sent to the approval board.

During the approval meeting, one of the key stakeholders asked how the budget was developed for

future uncertainties.

How should the project manager reply?

- A. Recurrent team meetings are planned to control the budget against future uncertainties.
- B. Probabilistic analysis was used to develop the budget to address future uncertainties.
- C. The budget was developed by using the lessons learned from previous project data.
- D. Feedback from stakeholders will be addressed at each board meeting to adapt the budget.

### Answer:

B

### Explanation:

The project budget is comprised of the cost baseline (sum of work package cost estimates) plus contingency reserves. Contingency reserves are allocated to address the cost impact of identified risks, or "known-unknowns." The amount of this reserve is determined through quantitative risk analysis techniques. Probabilistic analysis, such as Monte Carlo simulation, is a primary method used to model the combined effect of uncertainties and calculate the required contingency reserve to achieve a certain level of confidence in meeting cost objectives. This directly answers the stakeholder's question about how the budget was developed for future uncertainties.

### References:

1. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.).  
Section 11.4.2.3, Data Analysis: "Simulation. A project simulation uses a model that translates the specified detailed uncertainties of the project into their potential impact on project objectives. Simulations are typically performed using Monte Carlo analysis... The output is a quantitative assessment of the likely range of project costs... with the associated confidence levels." (p. 435).  
Section 7.3.2.4, Data Analysis: "Reserve analysis. Reserve analysis can be used to determine the amount of contingency and management reserves for the project... Contingency reserves are for the known-unknowns... As more information about the project becomes available, the contingency reserve may be used, reduced, or eliminated." (p. 254).
2. Project Management Institute. (2019). Practice Standard for Project Estimating (2nd ed.).  
Section 5.6, Determine Contingency and Management Reserves: "Contingency reserves are determined by using quantitative analysis methods... The most common quantitative analysis

methods used to determine contingency reserves are simulation (e.g., Monte Carlo)..." (p. 51).

3. Hulett, D. T. (2011). Integrated Cost-Schedule Risk Analysis. Project Management Institute. This entire publication details the use of probabilistic methods like Monte Carlo simulation to analyze and provide for uncertainty in project cost and schedule estimates, forming the basis for contingency reserves within the budget. Chapter 3, "Monte Carlo Simulation of Project Schedules and Costs," provides a detailed explanation of the methodology.

## Question: 30

A project manager is assigned to a new project. The project is for a new product that the company wants to launch as soon as possible to test market readiness. The project is part of a large business transformation, and the objective is to open delivery channels for the new product. Which delivery approach should the project manager recommend?

- A. An adaptive approach with clearly defined user stories.
- B. A predictive approach with an experienced project team.
- C. A predictive approach with clear acceptance criteria.
- D. An adaptive approach with loosely defined large epics.

### Answer:

A

### Explanation:

The project involves high uncertainty ("new product," "test market readiness") and a need for speed ("launch as soon as possible"). This context is best suited for an adaptive (Agile) life cycle, which allows for rapid iterations, feedback, and adaptation. Predictive approaches are inappropriate as requirements are not fully known upfront. An adaptive approach that uses clearly defined user stories allows the team to deliver value in small, testable increments, gather market feedback quickly, and adjust the product accordingly. This directly supports the project's objective of testing market readiness in an efficient manner.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute. Section 2.5.3, Development Approach and Life Cycle: This section explains that projects with high levels of uncertainty and a need for discovery, such as new product development, benefit from adaptive approaches. It states, "Adaptive approaches are useful for projects with high levels of uncertainty, complexity, and risk."
2. Project Management Institute. (2017). Agile Practice Guide. Project Management Institute. Section 3.1, Characteristics of Project Life Cycles (Figure 3-1): This guide presents a continuum of life cycles. Projects with a high degree of change and a high frequency of delivery (like testing market readiness) fall squarely into the adaptive/agile category. Section 4.2.3, Stories: The guide details that user stories are a primary method for capturing requirements in agile projects, stating they "provide short, textual descriptions of required functionality." This clarity is essential for rapid development cycles.

3. Shenhar, A. J., & Dvir, D. (2007). Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation. Harvard Business School Press.

Chapter 4, The Diamond Model: The authors' model links project uncertainty to the management style. Projects with high market and technological uncertainty (as implied here) require an adaptive, flexible "Style 4" approach, not a rigid, predictive one.

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## Question: 31

A project team is conducting sprint planning. Based on the estimated effort, only 95% of the items included in the sprint may be delivered. The product owner asks the project manager for advice on

how to prioritize the backlog items.

What should be used to prioritize the backlog items?

- A. Risk to delivery
- B. Technical complexity
- C. Business value
- D. Estimation accuracy

### Answer:

C

### Explanation:

In Agile methodologies, the primary responsibility of the product owner is to maximize the value delivered by the project team. The product backlog is an ordered list of work, and this ordering is determined by priority. The most effective way to prioritize is by business value, ensuring that the team develops the most critical and valuable features first. When capacity is limited, as in this scenario, prioritizing by business value ensures that the 95% of work that can be completed delivers the maximum possible benefit to the stakeholders.

### References:

1. Project Management Institute. (2017). Agile Practice Guide. Section 4.2.4, The Product Owner, p. 43. This section states, "The product owner is responsible for maximizing the value of the product and the work of the team... The product owner is the single person responsible for managing the product backlog. This includes... Ordering items in the product backlog to best achieve goals and missions."
2. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Section 2.2, Project Management Principles, Principle 8: Focus on Value, p. 32. This principle emphasizes, "Value is the ultimate indicator of project success... project teams should focus on outcomes rather than outputs. This focus allows the project team to support the intended benefits that lead to value creation." Prioritizing by business value directly aligns with this core principle.
3. Project Management Institute. (2017). Agile Practice Guide. Section 5.2.2, Product Backlog, p. 55. This section clarifies, "The product backlog is an ordered list of all the work... The product owner prioritizes the backlog based on business value, risk, and dependencies." While risk and dependencies are factors, business value is the principal component of prioritization.

## Question: 32

An organization is transitioning to an agile delivery approach. There is only one project that is being used as a pilot for the new approach. The project management office (PMO) manager has asked the project lead how communications with the project team and the stakeholders will be managed. What should the project lead recommend?

- A. Send the weekly report to the PMO and the product owner, and use a kanban board for the project team.
- B. Send weekly reports to the PMO, and use a kanban board for the product owner and the project team.
- C. Invite the PMO manager to the daily standup with the project team and product owner.
- D. Send weekly reports to all stakeholders, including the project team and the product owner.

### Answer:

C

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### Explanation:

In an agile environment, communication emphasizes transparency, collaboration, and high-bandwidth, interactive methods over formal, static reports. Inviting the PMO manager to the daily standup provides direct, real-time insight into the project's progress, impediments, and team dynamics. This approach aligns with the agile principle of fostering active engagement between the project team and stakeholders. For a pilot project, this direct observation is invaluable for the PMO to understand and support the new agile delivery approach, making it the most effective recommendation.

### References:

1. Project Management Institute. (2017). Agile Practice Guide. Section 5.2.2, Daily Standups, p. 54. The guide notes that the daily standup is a key event for synchronization and transparency, and while it is for the development team, stakeholders are welcome to attend as observers.
2. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Section 2.4, A System for Value Delivery, p. 19. This section emphasizes that in an effective value delivery system, "Information flows and is shared in a transparent and timely manner..."
3. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Section 4.2.4, Communication, p. 148. This section describes

interactive communication (like meetings and standups) as the most effective method for achieving a common understanding among stakeholders.

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## Question: 33

A project team member identified a procurement risk and sent an email to the project sponsor highlighting the risk.

The sponsor forwarded the email to the project manager asking for further details. After speaking with the sponsor, the project manager decided to take preventive action.

Which document should the project manager review with their team?

- A. Risk management plan
- B. Quality management plan
- C. Communications management plan
- D. Procurement management plan

### Answer:

A

### Explanation:

The scenario involves the identification of a risk and the subsequent decision to implement a preventive action, which is a form of risk response. The Risk Management Plan is the component of the project management plan that establishes the framework and procedures for all risk management activities. It defines the roles, responsibilities, methodologies, and processes for identifying, analyzing, responding to, and monitoring risks. Therefore, the project manager must review this plan with the team to ensure the newly identified risk and the planned preventive action are managed according to the project's agreed-upon standards and procedures.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition. Project Management Institute, Inc.  
Section 2.3.3, Project Management Plans and Project Documents, Page 69: "The risk management plan describes how to structure and perform risk management activities." This confirms that the risk management plan is the guiding document for all risk-related actions.
2. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition. Project Management Institute, Inc.  
Section 11.1.3.1, Risk Management Plan, Page 401: "The risk management plan is a component of the project management plan that describes how risk management activities will be structured and performed." This section details the contents of the plan, including methodology, roles and responsibilities, and risk categories, which are all essential for the team to review when taking action on a risk.
3. Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (12th ed.). John Wiley & Sons.

Chapter 18, Risk Management: This chapter emphasizes that a formal risk management plan is essential for providing a structured approach to risk. It states that the plan should "provide a baseline for the evaluation of risk-related activities," which is precisely what the project manager and team need to do in the given scenario.

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## Question: 34

Project acceptance criteria include on-site training for the new users of a system. Due to unforeseen circumstances, all team members have to work remotely for an indefinite period of time. What should the project manager do?

- A. Reschedule on-site training to online sessions.
- B. Create a risk and assign remediation actions.
- C. Cancel all of the on-site training sessions.
- D. Document the project issue and provide options.

### Answer:

D

### Explanation:

The situation described is an event that has already occurred and is impacting the project's ability to meet its acceptance criteria. This is the definition of an issue. The correct initial action for a project manager, according to standard project management processes, is to formally document the problem in the issue log. This step is followed by an analysis of the impact and the development of potential options for resolution. These options should then be presented to the relevant stakeholders (e.g., the sponsor and customer) to facilitate a decision and, if necessary, initiate a formal change request to modify the acceptance criteria.

### References:

1. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition.

Project Performance Domain: Delivery (Section 2.4): This domain addresses managing issues. It states, "Issues are obstacles that can prevent the team from achieving the objectives... When an issue arises, the project manager and the project team work to understand the issue and resolve it." The process involves identification, documentation, analysis, and resolution, which aligns with documenting the issue and providing options.

Project Performance Domain: Planning (Section 2.2): When circumstances change, plans may need to be revised. This implies a formal process of analysis and decision-making, not an immediate jump to a solution.

2. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth Edition.

Section 4.3.3.3, Issue Log: "Throughout the life cycle of a project, the project manager will normally face problems, gaps, inconsistencies, or conflicts... An issue log is a project document where all the issues are recorded and tracked... It will help the project manager effectively track

and manage issues, ensuring that they are investigated and resolved." This source directly supports documenting the problem as the initial step.

Section 4.6, Perform Integrated Change Control: Since the acceptance criteria (part of the scope baseline) cannot be met as planned, any change, such as moving to online training, must go through the formal change control process. Documenting the issue and options is the precursor to submitting a change request.

3. Kerzner, H. (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (12th ed.). Wiley.

Chapter 12, Risk Management: This chapter clearly distinguishes between risks (potential future problems) and problems/issues (events that have already occurred). The scenario describes a problem that has materialized, which requires issue management, not risk management. The first step in problem-solving is problem identification and documentation.

## Question: 35

A large matrix organization is adopting a new communications approach. This is necessary because

their projects often require the resourcing of expert knowledge in the form of specialists from various departments and divisions.

What should the project manager do to set up effective communications?

- A. Plan on transmitting the information in an easily understandable manner.
- B. Focus on the recipients' needs and not the information itself.
- C. Use the highest possible technical language and avoid using metaphors.
- D. Ensure that messages sent to the recipients are delivered.

### Answer:

B

### Explanation:

The foundation of effective communication, as outlined by PMI, is a focus on the needs of the audience. In a complex matrix organization with specialists from various disciplines, a one-size-fits-all approach is ineffective. The project manager must first perform a communications requirements analysis to understand the specific needs, preferences, and backgrounds of the different stakeholders (the recipients). This analysis dictates the appropriate content, format, level of detail, and delivery method. By prioritizing the recipients' needs, the project manager can tailor the communication to be relevant, understandable, and impactful, thereby fostering effective collaboration among diverse expert groups.

### References:

1. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.). Section 10.1.2.2, Communications Requirements Analysis. This section explicitly states that the analysis "determines the information needs of the project stakeholders." It emphasizes that the project manager must consider the stakeholders' requirements to plan effective communication.
2. Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (7th ed.). Section 2.8, Stakeholder Performance Domain. This domain highlights that "Effective stakeholder engagement requires a good understanding of stakeholder needs, interests, and level of influence..." This understanding is the basis for all communication planning.
3. Anantatmula, V. S. (2010). Project Manager Leadership Role in Improving Project Performance. *Engineering Management Journal*, 22(1), 13-22.  
<https://doi.org/10.1080/10429247.2010.11431849>. The article emphasizes that a project manager's leadership, which includes effective communication, is critical. It implicitly supports



tailoring communication by discussing the need to manage diverse teams and stakeholders, whose needs would inherently differ.

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