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Section	Weight	Objectives
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Topic 1: People	42%	- Ensuring team collaboration - Managing conflict - Empowering team members and stakeholders - Leading a team - Supporting team performance
Topic 2: Business Environment	8%	- Supporting organizational change - Planning and managing project compliance - Evaluating project benefits and value
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PMI PMP - Project Management Professional (2026) Sample Questions (Q116-Q121):

NEW QUESTION # 116

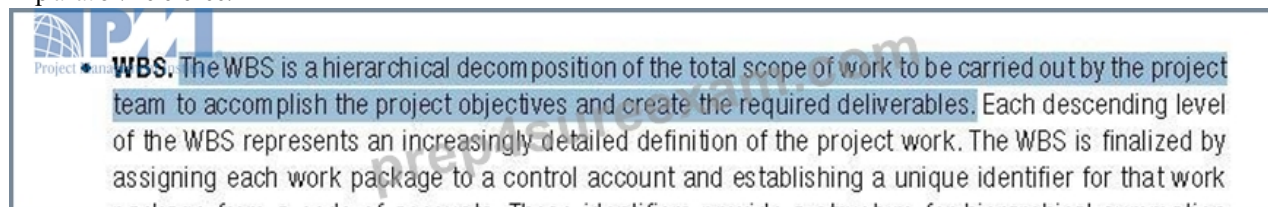
What is a deliverable-oriented, hierarchical decomposition of the work to be executed to accomplish the project objectives and create the required deliverables?

- A. Organizational breakdown structure (OBS)
- B. Work package
- C. Work breakdown structure (WBS)
- D. Work performance information

Answer: C

Explanation:

Explanation/Reference:



NEW QUESTION # 117

A company is initiating a project to enhance one of its existing products. All of its products are developed internally. What should the project manager do?

- A. Create a lessons learned document for the initiation phase
- B. Ensure the stakeholder engagement plan is accurate and properly documented.
- C. Identify the risk of implementing the new solution and evaluate the impact on the project.
- D. Review the lessons learned from the previous project

Answer: D

Explanation:

Lessons learned are the documented information that reflects both the positive and negative experiences of a project. They help project managers and teams to learn from their successes and failures, and to apply that knowledge to improve current and future projects. Reviewing the lessons learned from the previous project is a good practice for the project manager to do before initiating a new project, especially if the new project is similar or related to the previous one. By reviewing the lessons learned, the project manager can identify what worked well and what did not work well in the previous project, and use that information to plan, execute, monitor, and control the new project more effectively and efficiently. The project manager can also avoid repeating the same mistakes, leverage the best practices, and incorporate the feedback and recommendations from the previous project stakeholders. This is part of the Develop Project Charter process, which aims to define the new project and authorize the project manager. The other options are not the best choices because they are not the first thing that the project manager should do before initiating a new project. Ensuring the stakeholder engagement plan is accurate and properly documented (option A) is an important activity, but it is done later in the planning phase, after the project charter is approved and the key stakeholders are identified. The stakeholder engagement plan is a component of the project management plan that describes how the project will communicate and interact with the stakeholders. Identifying the risk of implementing the new solution and evaluating the impact on the project (option C) is also an important activity, but it is done later in the planning phase, after the project scope, schedule, and cost are defined. The risk management plan is a component of the project management plan that describes how the project will identify, analyze, prioritize, respond, and monitor the project risks. Creating a lessons learned document for the initiation phase (option D) is a good practice, but it is done at the end of the initiation phase, not at the beginning. The lessons learned document is a project document that records the knowledge gained from the project activities and processes. It is updated throughout the project and finalized at the end of the project. References:

* Project Management Professional (PMP) Reference Materials:

* A Guide to the Project Management Body of Knowledge (PMBOK Guide), Sixth Edition, Chapter 4: Project Integration Management, pp. 71-123

* A Guide to the Project Management Body of Knowledge (PMBOK Guide), Sixth Edition, Chapter 13: Project Stakeholder Management, pp. 513-558

* A Guide to the Project Management Body of Knowledge (PMBOK Guide), Sixth Edition, Chapter 11: Project Risk Management, pp. 395-440

* Lessons learned - Project Management Institute

* Professional in Business Analysis (PBA) Reference Materials:

* Business Analysis for Practitioners: A Practice Guide, Chapter 2: Needs Assessment, pp. 25-40

* Lessons learned - Project Management Institute

NEW QUESTION # 118

Where would you document a change that was approved when the change that involves the upgrade of certain material, is proposed halfway during the implementation of the project and will not result in a change in the cost or schedule?

- A. Quality assurance plan
- B. Execution phase
- **C. Procurement Management plan**
- D. Work breakdown structure
- E. Project charter

Answer: C

NEW QUESTION # 119

You know that $PV = 470$, $AC = 430$, $EV = 480$, $EAC = 500$, and $BAC = 525$. What is VAC?

- **A. 0**
- B. 1
- C. 2
- D. 3

Answer: A

Explanation:

VAC is calculated this way: $VAC = BAC - EAC$. Therefore, $525 - 500 = 25$.

NEW QUESTION # 120

Which of the following best describes resource leveling?

- A. Adding additional resources to the project to compress the schedule
- B. Performing activities concurrently
- C. Influencing factors that create schedule changes
- D. Rearranging resources so that a constant number of resources are used during each period

Answer: D

NEW QUESTION # 121

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