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PMI Project Management Professional (2025 Version) Sample Questions (Q615-Q620):

NEW QUESTION # 615

A buyer has negotiated a fixed-price-incentive-fee contract with the seller. The contract has a target cost of \$200,000, a target profit of \$30,000, and a target price of \$230,000. The buyer also has negotiated a ceiling price of \$270,000 and a share ratio of 70/30. If the seller completes the contract with actual costs of \$170,000, how much profit will the buyer pay the seller?

- A. \$51,000
- B. \$39,000

- C. \$35,000
- D. \$21,000

Answer: B

Explanation:

Explanation/Reference:

Explanation:

To calculate the fee that the buyer must pay, actual costs are compared with the target cost. If actual costs are less than the target cost, the seller will earn profit that is additional to the target profit. If actual costs are more than the target cost, the seller will lose profit from the target profit. The amount of profit is determined by the share ratio (with the buyer's share listed first). In this example, the seller is under target cost by \$30,000. That amount will be split 70/30. So the buyer keeps \$21,000, and the seller receives an additional \$9,000 added to the target profit, which is the incentive. Total fee is \$39,000.

NEW QUESTION # 616

A project manager is managing a hybrid project that is using a contractor for a few key deliverables. The contractor has been hired to perform an important delivery, but has not yet confirmed that they can meet the required schedule.

What should the project manager do?

- A. Check with procurement to see if there is another previously used contractor who can develop the task.
- B. Escalate the issue to the procurement team as the final delivery date of the project will be impacted.
- C. Review the project scope with the stakeholders and remove the potentially delayed item from the scope.
- D. **Plan the task delivery with the contractor or vendor, highlighting the criticality of the current situation,**

Answer: D

Explanation:

In a situation where a contractor has not yet confirmed that they can meet the required schedule, the project manager should take proactive steps to manage the potential risk. This includes planning the task delivery with the contractor or vendor, and highlighting the criticality of the current situation¹. This approach aligns with the principles of effective project management, which emphasize the importance of communication, risk management, and proactive problem-solving. References: NEC Contract

NEW QUESTION # 617

The project manager of a globally dispersed team evaluates the organization's current virtual engagement tools and strategies. A couple of the remote team members are not participating effectively in virtual meetings.

Which action should the project manager take to improve remote engagement?

- A. Survey all team members to identify common issues with virtual engagement and address them systematically.
- B. Organize an in-person, team-building event to improve team engagement and communication.
- C. Implement a new suite of collaboration tools to provide various communication options for the team.
- D. **Schedule one-on-one meetings with the team members to understand their specific needs and challenges.**

Answer: D

NEW QUESTION # 618

Behavior roles of team members influence the team's process, behavior, and effectiveness. An example of a task-oriented role to perform is that of a(n) _____

- A. Harmonizer
- B. **Initiator**
- C. Group observer
- D. Devil's advocate

Answer: B

Explanation:

Explanation/Reference:

Explanation:

To initiate something means to get it started. In the project environment, that typically means a task.

NEW QUESTION # 619

A Scrum team working in an aircraft manufacturing company has completed its first iteration for a critical project. It is very important for the project sponsor to complete the project on time and under budget. A burndown chart indicates that the project is behind schedule. Which two actions should the project manager take to manage impediments and improve the team's velocity? (Choose two)

- A. Work with the team to remove impediments as quickly as possible
- B. Empower the team to make decisions to remove impediments
- C. Assign the items with high complexity to senior developers
- D. Look for processes that cause bottlenecks and slow down the team's agility
- E. Move the items with high complexity to the last iterations

Answer: A,D

Explanation:

According to the PMBOK Guide, a Scrum team is a self-organizing, cross-functional team that delivers value in short iterations called sprints. A burndown chart is a graphical representation of the work remaining versus time. An impediment is anything that prevents the team from achieving its sprint goal. The project manager, or Scrum Master, is responsible for facilitating the Scrum process and removing impediments that hinder the team's progress and performance. The project manager should take two actions to manage impediments and improve the team's velocity when a burndown chart indicates that the project is behind schedule. The first action is to look for processes that cause bottlenecks and slow down the team's agility. This will help to identify and eliminate any unnecessary or inefficient steps, rules, or procedures that hamper the team's ability to deliver value quickly and effectively. The second action is to work with the team to remove impediments as quickly as possible. This will help to resolve any issues, risks, or conflicts that affect the team's work, and to provide any support, guidance, or resources that the team needs to complete their tasks. Looking for processes that cause bottlenecks and slow down the team's agility and working with the team to remove impediments as quickly as possible are the two best actions that the project manager should take in this situation. Assigning the items with high complexity to senior developers (B) may not be optimal or fair, as it may create an imbalance in the team's workload, skills, and collaboration. Empowering the team to make decisions to remove impediments may be a good practice, but not an action that the project manager should take, as it is part of the team's self-organization and autonomy. Moving the items with high complexity to the last iterations (E) may not be feasible or advisable, as it may increase the project risk, scope creep, and technical debt. References: PMBOK Guide, 6th edition, pages 18, 177-178, 541-542.D

NEW QUESTION # 620

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