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The Project Management Professional (PMP) certification is a globally recognized credential for project managers. Project Management Professional (2025 Version) certification is granted by the Project Management Institute (PMI), a non-profit organization that promotes excellence in project management.

## PMI Project Management Professional (2025 Version) Sample Questions (Q944-Q949):

NEW QUESTION # 944

Reserve Analysis technique NOT used during \_\_\_\_\_.

- A. Estimating Activity Duration
- B. Estimate Costs
- C. Determine Budget
- **D. Control Costs**

**Answer: D**

Explanation:

Reserve analysis is used during Estimate Costs to calculate contingency buffers that apply to individual or group of activities. Reserve analysis is used during Determine Budget to calculate management contingency buffers that apply to the entire project. Reserve analysis is done during Activity Duration estimation in order to calculate duration buffers for individual or group of activities.

#### **NEW QUESTION # 945**

Which of the following processes involves determining and documenting which risks are likely to affect the project?

- A. Risk response planning
- B. Risk management planning
- C. Risk monitoring and control
- **D. Risk identification**

**Answer: D**

#### **NEW QUESTION # 946**

You are the project manager of a software project. Two developers, Bill and Alfredo, are having an argument about how to implement a feature. Bill thinks that it's more important that the project get done quickly, so he's suggesting that you re-use some work that's been done on a previous project to get started. Alfredo thinks that that work doesn't apply to this project and will just waste time. Bill is almost always right about these things and he's very influential on the team, so it's important that you keep him happy. What should you do?

- A. Since you do want to get the project done quickly, you side with Bill.
- B. Call a meeting in private with Bill to hear more about his position.
- **C. Call a meeting to hear both sides of the situation and decide in favor of the solution that is best supported by objective evidence.**
- D. Side with Alfredo. It could end up taking longer in the end.

**Answer: C**

Explanation:

You can't know the answer to technical questions as well as your team. So, while it's important to understand both sides of the issue, your job is to make sure that problems are confronted and fairly evaluated.

#### **NEW QUESTION # 947**

A project manager is unable to continue work on a project from its current location. The project manager quickly identifies a provider in another location and wants to begin the contract immediately. The project management office (PMO) declines approval due to past, negative issues and selects another provider.

However, this has caused significant project delays.

What should the project manager do to avoid this type of delay in the future?

- **A. Engage all project stakeholders and roll out the recovery plan to manage the change.**
- B. Ask the PMO to be more collaborative to facilitate timely completion.
- C. Use existing resources, even if the cost is increased.
- D. Ask the team to suggest possible ways to manage the changes.

**Answer: A**

Explanation:

### NEW QUESTION # 948

An agile project has a broad set of product features intended for different user profiles and usages. It is difficult to define common acceptance criteria that can apply to all the features.

How can the project manager ensure that the appropriate acceptance criteria are applied to the features?

- A. Define the acceptance criteria and specific functional test cases only after analyzing the user feedback from testing the early feature release.
- **B. Integrate the acceptance criteria review into the definition of ready (DoR) for each feature and associated tests into the feature's definition of done (DoD).**
- C. Use the broadest set of acceptance criteria to ensure that all features have a common quality baseline and associated functional test cases.
- D. Integrate the specific tests into the definition of ready (DoR) for each feature and the acceptance criteria into the feature's definition of done (DoD).

**Answer: B**

Explanation:

Acceptance criteria are essential in Agile methodologies to ensure that a feature meets the necessary conditions for user satisfaction and project objectives. By integrating the acceptance criteria review into the DoR, the project manager can ensure that each feature's requirements are clearly understood before development begins. This approach aligns with the Agile principle of continuous collaboration and iterative improvement. Including associated tests in the DoD ensures that features are not only developed but also verified against the acceptance criteria before they are considered complete.

Reference:

"A Guide to Defining Features in Agile Methodology in 2024" discusses the importance of clear feature definitions and acceptance criteria in Agile projects<sup>1</sup>.

"Everything You Need to Know About Acceptance Criteria - Scrum Alliance" provides insights into the role of acceptance criteria in Agile and Scrum frameworks<sup>2</sup>.

"How To Define Features in Agile Methodology? - KnowledgeHut" emphasizes the testability of features within Agile methodologies<sup>3</sup>.

"Project Acceptance Criteria \* The Definitive Guide" outlines the importance of delivering features within time, budget, and quality specifications<sup>4</sup>.

"Acceptance Criteria in Agile: Ensuring Successful Deliverables" highlights the pivotal role of acceptance criteria in Agile project management<sup>5</sup>.

"7 Tips for Writing Acceptance Criteria with Examples" offers practical advice for crafting effective acceptance criteria<sup>6</sup>.

"What is an Agile Business Analyst? - The Knowledge Academy" describes the analytical skills required to define and assess acceptance criteria<sup>7</sup>.

"Selecting Optimal Techniques for Crafting Acceptance Criteria in Agile ..." explores how business analysts can enhance Agile business analysis for better project outcomes<sup>8</sup>.

### NEW QUESTION # 949

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#### Explanation

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