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During which of the following project development life cycles are the project scope, schedule and budget determined in the early phases of the life cycle? - correct answer. Predictive Life Cycle

Which of the following is the correct definition of a project management methodology? - correct answer. System of practices, techniques, rules and procedures used by those who work in a discipline

You are helping an organization uplift its project management practices. You have recommended developing a business case for each of the organizational projects followed by development of a project benefits management plan. Who would you recommend to be the owner of the business case? - correct answer. Project Sponsor  
- The project sponsor is generally accountable for the development and maintenance of the project business case document.

The finance department in your organization approves a number of capital projects on an annual basis. These projects are then funded by the finance department. You are responsible for constructing a new manufacturing facility that would require construction of a plant, a couple of warehouses and a few storage and distribution locations across the state. Your role at this organization is of a: - correct answer. Program Manager  
- Since you are responsible for developing a number of related construction projects, you are managing a bigger program.

You have been hired by a new startup to develop its process architecture and define its operating model. The operating model will be used by the business to manage and run its day-to-day business. Your engagement with this organization is an example of: - correct answer. Project

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## PMI Project Management Professional (2025 Version) Sample Questions (Q724-Q729):

### NEW QUESTION # 724

A project manager has been selected to deliver one of an organization's key flagship solutions. Critical success factors include agility, market adaptation, and a quick response to market offerings. What is one of the key activities that the project manager should undertake to ensure company success?

- A. Create a business case after performing a market review, and then submit it to the sponsor to modify the project deliverable to meet the newly defined objectives
- B. Request more funding from the project sponsor to hire additional skilled resources and to incorporate additional quality in the project delivery approach and outcome
- C. Review the project objectives with the project sponsor to agree on more realistic and achievable project plans and deliverables
- **D. Conduct periodical reviews of the project plans, objectives, and deliverables to ensure all relevant data are captured to continue making informed project decisions**

**Answer: D**

Explanation:

According to the PMBOK Guide, 7th edition, one of the key activities of the project manager is to monitor and evaluate the project performance and outcomes, and to use the data and information collected to support decision making and adaptation. This is especially important for projects that operate in a dynamic and uncertain environment, where agility, market adaptation, and a quick response to market offerings are critical success factors. The project manager should conduct periodical reviews of the project plans, objectives, and deliverables to ensure that they are aligned with the changing needs and expectations of the stakeholders, and to identify and address any issues or risks that may affect the project value delivery. Option C is the best answer for this question. Option A is not the best answer because reviewing the project objectives with the project sponsor is not a key activity that the project manager should undertake to ensure company success. It is a good practice to have a clear and shared understanding of the project objectives with the project sponsor, but it is not sufficient to ensure the project's agility, market adaptation, and responsiveness. The project manager should also engage other stakeholders, such as the customers, users, and team members, and review the project objectives with them as well.

Option B is not the best answer because requesting more funding from the project sponsor to hire additional skilled resources and to incorporate additional quality in the project delivery approach and outcome is not a key activity that the project manager should undertake to ensure company success. It is a possible action that the project manager may take if the project scope, schedule, or quality are affected by the changes in the market or the stakeholder needs, but it is not a proactive or adaptive activity that the project manager should perform regularly. Moreover, requesting more funding may not always be feasible or desirable, as it may increase the project costs and risks, and may not guarantee the project value delivery.

Option D is not the best answer because creating a business case after performing a market review, and then submitting it to the sponsor to modify the project deliverable to meet the newly defined objectives is not a key activity that the project manager should undertake to ensure company success. It is a possible activity that the project manager may perform if the project deliverable is no longer aligned with the business needs or the market opportunities, but it is not a frequent or iterative activity that the project manager should do to ensure the project's agility, market adaptation, and responsiveness. Moreover, creating a business case may not always be necessary or appropriate, as it may delay the project delivery and may not reflect the current or future state of the market or the stakeholder needs. References: PMBOK Guide, 7th edition, pages 9-10, 15-16, 25-26, 35-36, 49-50.

### NEW QUESTION # 725

Halfway through project execution, stakeholders ask for equipment that was expected to be procured. The project manager explains

that the equipment was purchased, but differs from what the stakeholders are currently asking for. This is because the initial requirements were changed during a previous meeting.

What should the project manager have done to avoid this situation?

- A. Ensured procurement contracts were able to be canceled when situations like this arise
- B. Ensured project requirements were validated and communicated with the procurement team
- **C. Ensured that communications were sent to all stakeholders when requirements change**
- D. Ensured changing stakeholder needs and requests were properly monitored

**Answer: C**

Explanation:

To avoid the situation where stakeholders are not aware of changes in project requirements, it is crucial for the project manager to ensure that communications are sent to all stakeholders when requirements change.

This involves clear documentation and dissemination of information regarding any alterations to the project's scope or equipment needs. Effective communication helps in managing stakeholder expectations and prevents misunderstandings about project deliverables<sup>123</sup>.

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Changing Requirements in Project Management: How to Stay on Track<sup>1</sup>.

Techniques to Communicate Effectively with Project Stakeholders<sup>2</sup>.

Engaging Stakeholders Who Keep Changing Project Requirements<sup>3</sup>.

#### **NEW QUESTION # 726**

The project scope statement addresses and documents all the following items EXCEPT \_\_\_\_\_

- A. Product scope description
- B. Project management methodology (PMM)
- **C. The relationship between the deliverables and the business need**
- D. Project exclusions

**Answer: C**

Explanation:

Explanation/Reference:

Explanation:

The PMM is an organization-approved approach for project management that is used on every project. It is not part of the project scope statement, which describes the project scope, major deliverables, assumptions, and constraints. It describes the project's deliverables and the work required to complete them.

#### **NEW QUESTION # 727**

A third-party supplier demands payment for the services provided for a project. The agreement was that payment would be made after the organization receives payment from the client. The third-party supplier lacks the capital to meet their payroll and has informed the project manager that if they do not receive payment quickly, they will withdraw team members from the project. What should the project manager do?

- A. Reassign resources from other projects to pay the third-party supplier.
- B. Process a bank loan to pay the payroll of the third-party supplier.
- **C. Explain the third-party supplier situation to the client and request payment.**
- D. Inform the client that the project must be delayed until payment is received.

**Answer: C**

Explanation:

Explanation

The project manager should communicate the issue with the client and try to negotiate a solution that satisfies both parties. The project manager should not take any action that would jeopardize the project scope, schedule, budget, or quality, such as reassigning resources, processing a loan, or delaying the project. The project manager should also maintain a good relationship with the third-party supplier and avoid any breach of contract. References: PMBOK Guide, 6th edition, page 374, Top 60+ PMP Exam Questions and Answers for

- A. This means that the mean is too high.
- B. You should adjust your lower control limit - the values indicate a problem with where the limits have been set.
- C. Look into the process that is being measured. There's probably a problem there.
- D. Ignore the anomaly. This is the rule of seven, so statistically the data doesn't matter.

Explanation:  
Seven values on one side of the mean in a control chart indicate a problem with the process that is being measured.

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