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PMI Project Management Professional (2025 Version) Sample Questions (Q246-Q251):

NEW QUESTION # 246

A project manager is working on an enterprise resource planning (ERP) implementation project that spans divisions within and outside the country. The project manager understands the importance of gate reviews and periodic checks. Which of the following should the project manager leverage?

- A. Project management office (PMO)

- B. Governance framework
- C. Integration plan
- D. Project management plan

Answer: B

NEW QUESTION # 247

When trying to track project benefits, a project manager realizes that some key performance indicators (KPIs) are not yet defined. What should the project manager do?

- A. Forward the issue to the benefit owner and ask them to collect the missing data and build the KPIs.
- B. Work with the business analysts to track and collect the missing data and build the KPIs.
- C. Ask the program manager to track and collect the missing data and work to build the KPIs.
- D. Coordinate with the benefit owner to track and collect the missing data and build the KPIs.

Answer: D

Explanation:

In project management, particularly when tracking project benefits, it is essential to have well-defined KPIs to measure performance effectively. If KPIs are not yet defined, the project manager should collaborate with the benefit owner, who has a vested interest in the project's success. Together, they can identify the missing data, define the KPIs, and determine the best approach to track and report the KPIs. This collaborative effort ensures that the KPIs are aligned with the project's objectives and the benefit owner's expectations¹.

Reference:

"30 Important Project Management KPIs (& How To Track Them)" from ClearPoint Strategy².

"14 Project Management Metrics & KPIs You Need to Track" from FounderJar³.

Discussion on ExamTopics regarding project management and KPIs¹.

NEW QUESTION # 248

A project manager is working on a cost-reimbursable contract from the client's side. During project execution the project manager notices a major deliverable is missing. The project manager raises this with the seller but the seller advises the project manager that the subject deliverable is not part of the contract. The project manager remembers negotiating and agreeing to this deliverable during the tender process but cannot find it in the contract. What should the project manager do?

- A. Request a change in the contract in order to add the deliverable
- B. Add this deliverable to the requirements traceability matrix
- C. Look to see if the deliverable is described in the statement of work (SOW)
- D. Terminate the contract and commence the closeout process

Answer: C

Explanation:

The statement of work (SOW) is a document that describes the project scope, deliverables, acceptance criteria, assumptions, and constraints¹. It is usually part of the contract between the buyer and the seller². If the project manager remembers negotiating and agreeing to the deliverable during the tender process, they should look to see if the deliverable is described in the SOW, which would be a contractual obligation for the seller. Requesting a change in the contract, adding the deliverable to the requirements traceability matrix, or terminating the contract are not appropriate actions in this situation. References:

* 1 PMBOK Guide, 6th edition, page 154

* 2 PMBOK Guide, 6th edition, page 473

NEW QUESTION # 249

An input to the Control Quality process is:

- A. Activity attributes
- B. Deliverables
- C. Enterprise environmental factors
- D. Quality control measurements

Answer: B

Explanation:

Section: Monitoring and Controlling

NEW QUESTION # 250

During the execution of a large project across multiple domains, an identified risk is realized. What should the project manager do next?

- A. Plan a new risk response and update the risk register.
- B. Refer to the risk impact on the risk register and avoid the risk.
- **C. Perform qualitative and/or quantitative risk analyses.**
- D. Refer to the project management plan.

Answer: C

Explanation:

Section: Executing

NEW QUESTION # 251

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