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PMI Project Management Professional (2025 Version) Sample Questions (Q2015-Q2020):

NEW QUESTION # 2015
Who determines which dependencies are mandatory during the Sequence Activities process?

- A. External stakeholders
- B. Internal stakeholders
- C. Project manager
- D. Project team

Answer: D

NEW QUESTION # 2016
A company has a transformation project in progress. During a planning session, several stakeholders are in constant disagreement and often use personal arguments to support their position. Team members are getting frustrated with the situation.
What should the project manager have done to avoid this situation?

- A. Established ground rules before the discussion had started.
- B. Invited a high-level sponsor to the meeting to reduce the level of disagreement.
- C. Asked stakeholders not to voice their opinions during the meeting.
- D. Reinforced that higher-level management has the decision power.

Answer: A

Explanation:
The project manager should have established ground rules before the discussion started. Ground rules are essential in any meeting to ensure that everyone understands the expectations and guidelines for the meeting.
They help to manage the behavior of the participants and prevent personal arguments. Ground rules could include respecting others' opinions, avoiding personal attacks, and focusing on the issue at hand. By setting these rules, the project manager could have prevented the situation where stakeholders were in constant disagreement and using personal arguments to support their position1234. References:
https://www.apm.org.uk/blog/secrets-of-successful-stakeholder-management-as-a-project-manager/
https://www.teamgantt.com/guide/stakeholder-management

NEW QUESTION # 2017
You are the project manager for the Late Night Smooth Jazz Club chain, with stores in 12 states. Smooth Jazz is considering opening a new club in Arizona or Nevada. You have derived the following information:
Project Arizona: The payback period is 18 months, and the NPV is <250>.
Project Nevada: The payback period is 24 months, and the NPV is 300.
Which project would you recommend to the selection committee?

- A. Project Nevada, because its NPV is a positive number
- B. Project Nevada, because its NPV is a higher number than Project Arizona's NPV
- C. Project Arizona, because the payback period is shorter than the payback period for Project Nevada
- D. Project Arizona because its NPV is a negative number

Answer: A

Explanation:
Projects with NPV greater than zero should be given an accept recommendation.

NEW QUESTION # 2018

A project manager had to schedule additional planning sessions to add requirements from an international stakeholder. The stakeholder expressed concern about the product not meeting the client's needs.

Which factor should the project manager have considered when developing the product?

- A. Availability of resources
- B. Stakeholder's needs
- C. Responsibility matrix
- D. Stakeholder's location

Answer: B

Explanation:

When developing a product, it is crucial for a project manager to consider the stakeholder's needs. This aligns with the principle that stakeholders' needs and expectations are to be met in order to manage a project successfully. The PMBOK Guide emphasizes the importance of identifying stakeholders and understanding their needs and expectations as a part of the project management process. Stakeholders are individuals or groups who are actively involved in the project or whose interests may be affected by the execution or completion of the project. They can influence the project and its results. The concerns of the international stakeholder about the product not meeting the client's needs highlight the necessity of integrating their needs into the planning and development process12.
:
PMI's "A Guide to the Project Management Body of Knowledge (PMBOK Guide)"1.
PMI's "Stakeholder Analysis: Pivotal Practice to Project Success" article2.

NEW QUESTION # 2019

What is the name of the statistical method that helps identify which factors may influence specific variables of a product or process under development or in production?

- A. Design of experiments
- B. Failure modes and effects analysis
- C. Quality checklist
- D. Risk analysis

Answer: A

NEW QUESTION # 2020

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