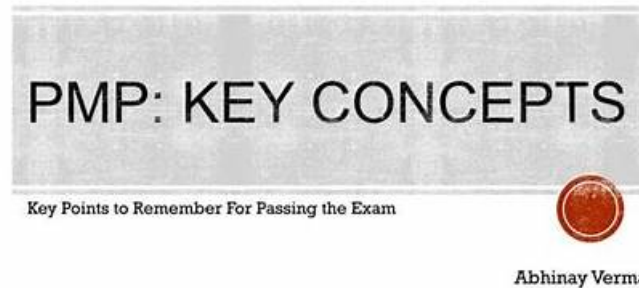


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PMI Project Management Professional (2025 Version) Sample Questions (Q641-Q646):

NEW QUESTION # 641

A hybrid project has just deployed, and the project manager is planning project closure with lessons learned workshops. A key stakeholder informs the project manager that having the Scrum team in the workshops is a waste of time because the project was delivered successfully.

What should the project manager do?

- A. Ask the Scrum team members to share retrospectives.
- B. Ask the scrum master to attend the workshops.
- C. Invite the Scrum team members as optional participants
- D. Invite the Scrum team members as mandatory participants.

Answer: A

Explanation:

Explanation

The project manager should ask the Scrum team members to share retrospectives because they can provide valuable insights and feedback on the project performance, processes, and practices. Retrospectives are an agile technique that helps teams to identify what went well, what can be improved, and what actions can be taken to enhance future performance. By asking the Scrum team members to share retrospectives, the project manager can facilitate a collaborative and constructive learning environment, and capture the lessons learned from both the agile and traditional aspects of the hybrid project. This can also help to increase the stakeholder's appreciation and understanding of the Scrum team's contribution and value to the project. References:

A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition, Chapter

3.2.4, page 57

Agile Practice Guide, Chapter 3.3.2, page 48

PMP Exam Content Outline, Domain III: Executing, Task 9

NEW QUESTION # 642

The project manager of a multinational project discovers that the project which had been on track, has suddenly fallen behind schedule. After review, the project manager determines that the schedule is not being clearly communicated to a key supplier. What should the project manager do to address this issue?

- A. Examine the project scope statement and update the scope management plan with all key stakeholders in mind.
- B. Document the communication issue the supplier is experiencing and proceed with integrating change control procedures to mitigate this.
- C. Review and update the stakeholder register to capture all major stakeholders involved in the development of the project.
- **D. Review and update the communications management plan to ensure that correct information is understood by the supplier.**

Answer: D

NEW QUESTION # 643

A project manager has just been hired by a company without a project management governance structure. During the kick-off meeting, a key stakeholder emphasizes the importance of the project meeting the company's strategy, investment, and compliance requirements. What should the project manager do?

- A. Replicate the organizational governance to the project governance.
- B. Create an organizational project management governance.
- C. Ask the organization to create a project portfolio governance.
- **D. Put into place a project governance model in line with the requirements.**

Answer: D

Explanation:

The project manager should establish a project governance model that aligns with the company's strategic, investment, and compliance requirements. This involves creating a structure that provides oversight, decision-making processes, and performance measurement to guide the project in accordance with the company's objectives. It is essential to tailor the governance model to the specific needs of the project while ensuring it supports the organization's broader governance framework¹.

References:

PMBOK Guide - Sixth Edition

* "Project Governance Critical Success" by Salina Sandra Alie, MSc, BSc, PMP1.

* "Governance of Portfolios, Programs, and Projects: A Practice Guide" by PMI2.

NEW QUESTION # 644

When closing a project or phase, part of the process may require the use of which type of analysis?

- A. Reserve analysis
- **B. Regression analysis**
- C. Document analysis
- D. Product analysis

Answer: B

NEW QUESTION # 645

A project manager arranges quality management training for the entire project team. The training will relate to the project's final product deliverable. In what cost of quality (COQ) category should the project manager classify this training?

- A. External failure
- B. Appraisal
- C. Prevention
- D. Internal failure

Answer: C

NEW QUESTION # 646

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