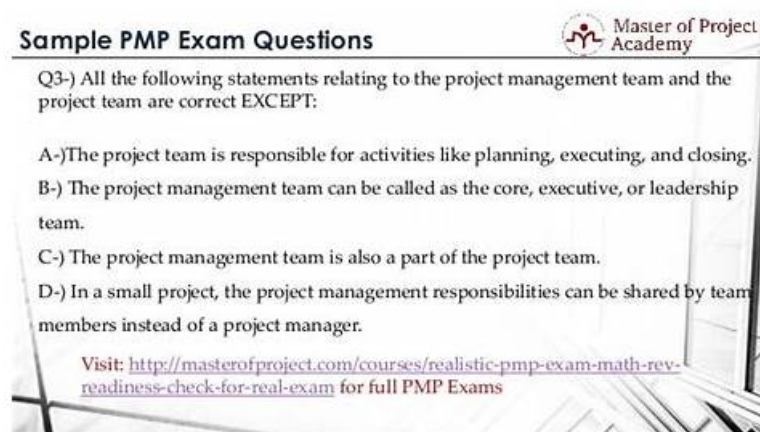


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PMI Project Management Professional (2025 Version) Sample Questions (Q220-Q225):

NEW QUESTION # 220

A sales team working on an IT deployment project approached the project manager on several occasions and complained about nonpayment of their overtime pay. The project manager realized that other team members are receiving their overtime pay. What should the project manager do next?

- A. Have a discussion with the sales team to find a solution to the issue
- B. Escalate the issue to the functional manager
- C. Validate the reason and add it as an issue in the issue log
- D. Direct the sales team to speak with accounting to resolve the issue

Answer: A

NEW QUESTION # 221

During the initiating phase of a project, a key stakeholder requests frequent changes to the project scope. What should the project manager do to improve the stakeholder's engagement?

- A. Update the project charter and discuss it with the key stakeholder.
- B. Discuss the work breakdown structure (WBS) with the key stakeholder and refine the requirements.
- C. Update the project backlog and discuss it with the key stakeholder.
- D. Discuss the project scope statement with the key stakeholder and build prototypes.

Answer: A

Explanation:

Explanation

The project charter is a document that authorizes the project and defines the high-level scope, objectives, stakeholders, and constraints. It is created during the initiating phase of the project and provides the basis for stakeholder engagement. If a key stakeholder requests frequent changes to the project scope, the project manager should update the project charter accordingly and discuss it with the key stakeholder to ensure alignment and commitment. The other options are not appropriate in the initiating phase, as they involve more detailed planning or execution activities that should be done after the project charter is approved. References: PMBOK Guide, 7th edition, page 30, 34, 80.

NEW QUESTION # 222

A project is nearing completion. The contingency time has been consumed. To ensure that the final deliverables are achieved on time and within budget, the project manager has asked the team to follow a rigorous process. This is causing some resistance among the team members.

What should the project manager do to address the growing resistance?

- A. Convince team members to use a specific methodology to complete the project on time.
- B. Motivate project team members by offering incentives to complete the project on time.
- C. Describe to the team members how specific tools and techniques can be used to finish on time.
- D. Crash the project schedule and ask project team members to work overtime to meet the new timeline.

Answer: C

Explanation:

Explanation

The project manager should describe to the team members how specific tools and techniques can be used to finish the project on time and within budget. This will help the project manager to communicate the rationale and benefits of following a rigorous process, and to address any concerns or questions that the team members may have. The project manager should also acknowledge the team members' efforts and contributions, and provide them with the necessary support and guidance. The other options are not effective or appropriate, as they may create more resistance, distrust, or dissatisfaction among the team members, or compromise the project quality or scope. References: PMBOK Guide, 7th edition, page 76, 78, 118-119.

NEW QUESTION # 223

During the implementation phase of a construction project, a key supplier went bankrupt and cannot supply the contracted material. This issue could affect the project schedule. What should the project manager do first?

- A. Update the schedule to include the delay
- B. Update the issue log and act to minimize the impact
- C. Add the risk and the delay to the risk register
- D. Escalate to the management team for delay approval

Answer: B

Explanation:

According to the PMBOK Guide, an issue log is a project document that records and tracks any issues that arise during the project and require resolution. It is part of the project communications management process and helps the project manager to monitor and control the project performance. When a key supplier goes bankrupt and cannot supply the contracted material, this is an issue that affects the project scope, schedule, cost, and quality. Therefore, the project manager should first update the issue log with the details

References: PMBOK Guide, A practical approach to supply-chain risk management

NEW QUESTION # 224

A project manager obtains approval of an important deliverable. Later while reviewing the monthly progress report, they notice that the deliverable's status has been changed back to "pending." It is discovered that a new request for approval was submitted by the client team.

What should the project manager do first to avoid this problem in the future?

- A. Identify this issue as a new risk and escalate it to the project sponsor
- B. Document this in the issue log and review the stakeholder engagement plan.
- C. Request that deliverable statuses are only updated according to the project team.
- D. Review the scope management plan and distribute it to the client team

Answer: B

NEW QUESTION # 225

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