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## PMI Project Management Professional (2025 Version) Sample Questions (Q191-Q196):

### NEW QUESTION # 191

Your company is making a strategy shift: from being focused on fulfilling customer requests for becoming the best cost dairy producer in industry. Its existing cost manufacturing cost system, however fails to capture the costs associated with handling special flavors, small production orders, and complex delivery and order processing options. Hence you've been assigned to supervise an existing project to develop a new time-drive, activity-based costing system that will capture the full complexity of the company's operations and gives managers new insights into the profitability orders, products, and customers. Senior management will use the information to enhance process efficiencies, negotiating new terms with customers, and attempt to win new business. The project timeline is very aggressive and a lot is at stake with this project. Hence, every week you report on the progress and status of the project to all the necessary stakeholders and sponsors. Your project team has already completed all the initial and project planning activities and received sign-off and approvals on the project charter, project scope, and detailed work packages. Your project team is in the process of completing all the work packages. The project timeline is very aggressive, and your project has the SPI of 1.2 and CPI of 1.3. A final review of the project deliverables has been scheduled for the end of the month. Unfortunately, as your project near completion, you are informed that your project is being cancelled since the resulting product is unacceptable and does not meet the business needs of the organization. All the resources on your project are being reassigned to another project. Which of the following is the MOST likely cause of this scenario?

- A. The project charter did not provide enough details regarding the project goals prior to sign-off
- **B. A key stakeholder was not sufficiently involved in the project**
- C. A project status was not properly communicated to the interested parties
- D. The project was behind schedule and plagued with cost overruns
- E. Your project resources were required on a separate project

**Answer: B**

#### **NEW QUESTION # 192**

All the following are true about Project Plan Execution except:

- **A. Care is taken to ensure that changes to the product scope are reflected in the project scope**
- B. Product of the project is created
- C. Vast majority of the project budget will be expended in Project Plan Execution
- D. Project Manager and her team coordinate the various technical and organizational interfaces

**Answer: A**

#### **NEW QUESTION # 193**

During the construction of a port, a nearby fishing community blocks the project's access route and demands the construction of a paved road connecting the community with the port. This increases the project cost by five percent.

What should the project manager have done to prevent this?

- A. Obtained an accurate budget
- B. Performed a stakeholder analysis
- C. Reviewed the project scope
- **D. Performed a risk analysis**

**Answer: D**

#### **NEW QUESTION # 194**

A project is in the start-up phase of the project life cycle. The project team consists of 20 people from five different countries. The project team is scheduled to have quarterly face-to-face meetings. However, due to unforeseen circumstances, no face-to-face meetings can occur. The project manager is concerned that the team may not be able to fulfill their individual roles without face-to-face meetings.

What should the project manager do in this situation?

- **A. Utilize virtual teams for meetings and deliverables.**
- B. Use the contingency reserve and subcontract the work.
- C. Review the risk register for this unforeseen circumstance.
- D. Ask for an extension of time on the project deliverables.

**Answer: A**

Explanation:

The most proactive and effective response is to leverage virtual teams. PMI recognizes virtual and distributed teams as standard practice in today's environment, especially when in-person meetings aren't possible. Tools for collaboration, file sharing, and real-time communication can ensure productivity and engagement across diverse geographic locations.

According to the PMBOK Guide - Seventh Edition and Agile Practice Guide, leveraging technology to support remote collaboration is part of tailoring project environments.

Option A focuses on risk tracking rather than an immediate solution.

Option C is drastic and costly.

Option D unnecessarily delays deliverables instead of adapting.

References:

PMBOK Guide - Seventh Edition, Team Performance and Tailoring Domains

Agile Practice Guide, Chapter 4 - Working with Distributed Teams

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### NEW QUESTION # 195

A project's planning phase has just been completed and was defined by team members in remote sessions. The day after the kick-off meeting, which was held at the client facilities, team member A asked the project manager to be moved to another project because they were uncomfortable around team member B.

What should the project manager do to deal with this situation? (Choose two.)

- A. Escalate the situation to the project sponsor.
- B. Transfer team member A to another project.
- C. Speak with both members to try to resolve the situation.
- D. Clarify the inclusive practices for project team members.
- E. Transfer team member B to another project.

**Answer: C,D**

### NEW QUESTION # 196

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