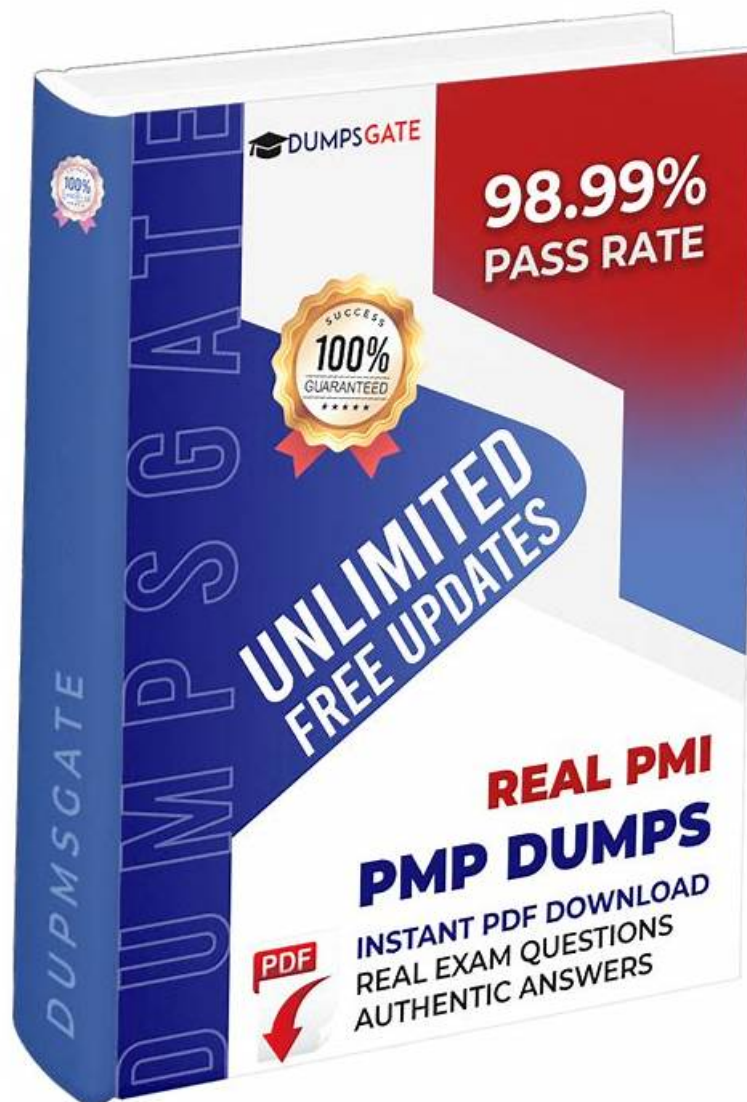


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### PMI Project Management Professional (2025 Version) Sample Questions (Q1144-Q1149):

#### NEW QUESTION # 1144

The project team members have gotten together at the end of the project to review what happened on the project, discussing what went well and what didn't. They undertake this discussion for the sake of future project so that they can repeat the things that worked on the project and eliminate repeating the things that didn't work so well. This is known as what?

- A. Closing the project
- B. Contract Closure
- C. Contract audit
- **D. Lessons learned**

**Answer: D**

#### NEW QUESTION # 1145

A project manager invites stakeholders to a lessons learned meeting. The stakeholders have different opinions and have previously raised issues.

What tool or technique can the project manager use to constructively engage the stakeholders?

- A. Questionnaires and surveys
- B. Facilitation
- **C. Affinity diagram**
- D. Brainstorming

**Answer: C**

Explanation:

Section: Closing

#### NEW QUESTION # 1146

A project manager joins a project late during its execution phase. Upon reviewing the issue log, the project manager notes that many changes occurred since initiation. Resistance to these changes and disagreements among stakeholders were frequently documented as issues.

Without familiarity with the project's background and the reasons for these changes, what should the project manager do next?

- **A. Review the change management plan and the change log, and ensure that change requests were communicated to the stakeholders as described in the plan.**

- B. Meet with the stakeholders to gather information on the historical decisions, causes of the disagreements, and reasons for the changes.
- C. Speak with the project team to gather information on the historical decisions, causes of the disagreements among stakeholders, and reasons for the changes.
- D. Consult the change control board (CCB) for input on how decisions to accept or reject these changes were made, then revise the change control system and the tools that support the CCB.

**Answer: A**

Explanation:

Section: Executing

#### NEW QUESTION # 1147

A project manager learns that the government plans to introduce a new regulation that might affect their current project. What should the project manager do first?

- A. Perform a risk analysis, and add a contingency reserve to the cost baseline
- B. Call government contacts to obtain more information
- C. Update the risk register, and develop a response
- D. Inform the change control board (CCB). and revise project parameters

**Answer: C**

#### NEW QUESTION # 1148

A company is moving to a hybrid approach and conducted capacity activities for all of the project managers.

During these capacity-building activities, the focus was on agile approaches and team facilitation skills. When starting the implementation phase, the project managers faced issues motivating the newly hired agile staff.

Why are the project managers having issues motivating the agile staff?

- A. The capacity building activities missed the servant leadership concept transfer.
- B. Transitional periods normally cause this type of problem
- C. The agile staff is not used to being led by a project manager.
- D. Project managers are expected to become coaches in agile teams.

**Answer: D**

Explanation:

In a hybrid approach, project managers need to adapt to different project life cycles and methodologies, including agile. Agile teams are self-organizing and empowered, and they value collaboration and feedback over command and control. Therefore, project managers are expected to become coaches or facilitators for agile teams, rather than traditional managers or leaders. They should support the team's autonomy, alignment, and accountability, and help them overcome impediments and deliver value. The capacity-building activities may not have adequately prepared the project managers for this role shift, which could cause issues in motivating the agile staff. References: PMBOK Guide, 7th edition, section 2.2.3; Professional in Business Analysis (PMI-PBA) Guide, 2nd edition, section 2.2.3.

#### NEW QUESTION # 1149

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